I. Welcome & Introductions

   A. Roll Call

II. Approval of Minutes

   A. Motion to approve the April 2019 Board of Directors Meeting minutes.

III. Chairman’s Report

IV. Executive Committee Meeting Report

   A. Resolution 05062019-01 - Authorize the President and CEO to negotiate and execute the contracts listed within the background section of this resolution. Fiscal Impact: An approximate amount of $723,195.00 for fiscal year 2019-2020 which is subject to the availability of funding.

   B. Resolution 05062019-02 - Authorize the President and CEO to apply to, execute and receive funds from the grantor listed in the background section of this resolution. Fiscal Impact: An approximate amount of $10,211,307.00 for fiscal year 2019-2020 which is subject to the availability of funding.

   C. Resolution 05062019-03 - Authorize the President and CEO to request permission from the Office of Head Start to provide Early Head Start- Child Care Partnership services in three additional zip codes within Miami-Dade County. Fiscal Impact: This will not have additional fiscal impact on the budget.

   D. Resolution 05062019-04 - Authorize the President and CEO to make a qualified nonelective contribution, from ELCMDM funds, to the ELCMDM’s 401k plan to remedy the failed 2018 401k Actual Deferral Percentage and Actual Contribution Percentage non-discrimination testing. Fiscal Impact: An approximate amount of $186,000.00.

   E. Resolution 05062019-05 - Approve the Evaluation Committee’s recommendation to award contract for RFP#ELCMMD2019-04 (Early Head Start Playgrounds), and authorize the President and CEO to negotiate and execute contracts with the selected vendor(s). Fiscal Impact: The contract is for an approximate amount of $632,540.00 until October 31, 2019, which is subject to the availability of funding.

V. Finance Committee Meeting Report

   A. Resolution 06032019-01 - Authorize the President and CEO to release a Request for Proposal (RFP) for Developmental Screenings and Individualized Follow-up. Fiscal Impact: An approximate amount of $770,000.00 per fiscal year, which is subject to the availability of funding.

Mission: To promote high-quality school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.
B. Resolution 06032019-02 - Authorize the President and CEO to apply, execute and receive funds from The Children’s Trust for a local match required by the Early Head Start program. Fiscal Impact: An approximate amount of $650,000.00 for fiscal year 2019-2020, which is subject to the availability of funding.

C. Resolution 06032019-03 - Authorize the President and CEO to release a Request for Proposal (RFP) for MIP Accounting Software Services. Fiscal Impact: An approximate amount of $97,328.00 per fiscal year, which is subject to the availability of funding.

D. Resolution 06032019-04 - Authorize the President and CEO to release a Request for Proposal (RFP) for phone service support and maintenance. Fiscal Impact: An approximate amount of $135,000.00 prorated for fiscal year 2019-2020, which is subject to the availability of funding.

E. Resolution 06032019-05 - Authorize the President and CEO to approve the Initial Budget and approve the allocation and expenditure of funds for fiscal year 2019-2020. Fiscal Impact: An approximate amount of $203,704,223.00 for fiscal year 2019-2020, which is subject to the availability of funding.

F. Resolution 06032019-06 - Authorize the President and CEO to negotiate and execute a contract with The Children’s Forum, vendor approved by the Florida Office of Early Learning, to facilitate and provide Assessment Services using the Classroom Assessment Scoring System (CLASS) for Miami-Dade and Monroe Counties. Fiscal Impact: An approximate amount of $105,000.00 for fiscal year 2018-2019, which is subject to the availability of funding.

G. Early Head Start Credit Card Report

VI. Provider Services Committee Report

A. Crystal Learning Center
B. Children’s Academy #3 and #4
C. Kids Club Academy
D. Love Thy Kids Academy II
E. Miami Springs Baptist Preschool
F. Candy House Day Care

VII. Nominating Committee Report

A. Judy Schaechter
B. Alex Soto
C. Gladys Montes
D. Alan Eckstein

VIII. CEO Report (As time permits)

Mission: To promote high-quality school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.
Mission: To promote high-quality school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children’s chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.
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<th>Aug. 9</th>
<th>Sept. 4</th>
<th>Oct. 1 (Annual Meeting)</th>
<th>Nov. 5 (Executive Committee)</th>
<th>Dec. 3</th>
<th>Jan (no meeting)</th>
<th>Feb.</th>
<th>Mar.</th>
<th>April</th>
<th>May (Executive Committee Meeting)</th>
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**Legend**

- P = Present
- TP = Telephone
- A = Absent
- E = Excused
- Rep = Representative on behalf of

*revised 6.26.17*
I. Tour of the ELC South Service Center
   Evelio Torres
   a. Eligibility Office
   b. Redetermination Unit
   c. Payments & Inclusion/Warm Line/ASQ’s
   d. Call Center

II. Welcome and Introductions
    Adrian Alfonso
    • A. Alfonso called the meeting to order and welcomed everyone.
    • L. Sanabria called roll and a quorum was established with sixteen (16) voting members.
    • A. Alfonso stated that one of our ELC staff members would be on the call to verify that all of us can be heard. She will interrupt if she is unable to hear us.
    • A. Alfonso stated that on Friday March 15, the ELC held a Children’s Week event at the Miami Children’s Museum and admission to the event was free. A. Alfonso thanked the following community partners for attending and helping make this event a success: City of Miami Fire- Rescue Department, Help Me Grow, Miami Dade Public Library, Fatherhood Task Force, The Children’s trust, Department of Children and Families, Awesome Science, CDO Rebelde, Read to Learn Book Club and Philp and Patricia Frost Museum of Science.
A. Alfonso stated that on March 26, there was an ELAC meeting held. A. Alfonso stated that he and E. Torress were not able to attend but A. Parrino and G. Ferradaz went in our stead.

A. Alfonso stated that on Friday March 1, 2019, the Early Learning Coalition of Miami-Dade/Monroe sent an estimated 200 sets of “hand art” to Tallahassee for the annual “Handing of the Hands.” The ELC received submissions from 25 providers throughout Dade County and Monroe County and some providers sent their submissions directly to Tallahassee. A group of volunteers hung the “hand art” in the Florida Capitol Rotunda on Sunday March 24, 2019 creating a visual reminder to our legislators of the impact their decisions have on children and their futures.

A. Alfonso congratulated Miami Dade County for being awarded an additional 552 Early Head Start slots.

III. Approval of Minutes

A. Alfonso called for the approval of the meeting minutes from March 2019.

- B. Eadie moved to approve the minutes.
- A. Eckstein seconded the motion.
- Motion was passed unanimously.

IV. Audit Committee Report

A. Alfonso stated that on March 7, the Audit Committee met and Verdeja’, De Armas & Trujillo, presented them with the annual audit. The report stated that there were no findings once again this fiscal year.

- R. Beasley moved to approve the audit report.
- A. Eckstein seconded the motion.
- Motion unanimously passed.

V. Finance Committee Report

B. Eadie stated that Finance Committee did not meet on March 27th reviewed, and approved seven resolutions:

- Resolution 04012019-01 - Approve the Evaluation Committee’s recommendation to award a contract for RFP#ELCMDM2019-01 (Performance Funding Project Auditing Services), and authorize the President and CEO to negotiate and execute a contract with the selected vendor. Fiscal Impact: The contract is for an approximate amount of $75,000.00 for fiscal year 2019-2020, which is subject to the availability of funding. Funding Source: The Children’s Trust.

- Resolution 04012019-02 - Approve the Evaluation Committee’s recommendation to award a contract for RFP#ELCMDM2019-02 (Infant/Toddler Parent Support Services), and authorize the President and CEO to negotiate and execute a contract with the selected vendor. Fiscal Impact: The contract is for an approximate amount of $65,000.00 for fiscal year 2019-2020, which is subject to the availability of funding. Funding Source: Florida Department of Education Office of Early Learning
Resolution 04012019-03 - Authorize the President and CEO to negotiate and execute the contracts listed within the background section of this resolution, adding all funding sources and shared services as allowed under funder’s guidelines. Fiscal Impact: An approximate amount of $6,405,997.00 for fiscal year 2019-2020 which is subject to the availability of funding. Funding Source: Multiple Funding Sources.

Resolution 04012019-04 - Authorize the President and CEO to apply to, negotiate, execute and receive funds from the grantors listed in the background section of this resolution. Fiscal Impact: An approximate amount of $204,155,278.00 for fiscal year 2019-2020, which is subject to the availability of funding. Funding Source: Florida Department of Education Office of Early Learning, Miami-Dade County & Monroe County School Boards Teenage Parent Program (TAP), The Children’s Trust, Florida Department of Children and Families, Ocean Reef, University of Florida Lastinger Center.

Resolution 04012019-05 - Authorize the President and CEO to release a Request for Proposal (RFP) for playground equipment for new Early Head Start centers. Fiscal Impact: An approximate amount of $632,540.27 for fiscal year 2018-2019, which is subject to the availability of funding. Funding Source: U.S. Department of Health and Human Services, Administration for Children and Families.

Resolution 04012019-06 - Authorize the President and CEO to negotiate and execute an amendment to Contract PSA 18-25 with Lehtinen Schultz, PLLC for Legal services. Fiscal Impact: The contract amount increases by $20,000.00, for a total contract amount not to exceed $145,000.00 for the fiscal year 2018-2019, which is subject to the availability of funding. Funding Source: U.S. Department of Health and Human Services, Administration for Children and Families.

Resolution 04012019-07 - Authorize the President and CEO to negotiate and execute an amendment to Contract PSA18-18 with Miami Children’s Initiative, Inc. for outreach and training services. Fiscal Impact: The contract amount increases by $4,846.44, for a total contract amount not to exceed $29,846.44 for the fiscal year 2018-2019, which is subject to the availability of funding. Funding Source: School Readiness

- A. Eckstein moved to approve the resolutions in a block vote.
- J. Haj seconded the motion.
- Motion unanimously passed.

EFS Modernization

- F. Hicks stated that the EFS Mod for School Readiness would be releasing the attendance portion. F. Hicks stated that the ELC would try to have 70-80% of their providers submit the upcoming attendance through EFS Mod. Some providers that had data mix-ups are still seeing incorrect information within the system.

- M. Castiglione stated that a major concern is a lot of money out there and the ELC must consolidate all these accounts to then begin collecting. Providers will have a 6-month payment plan. M. Castiglione stated that OEL is sensitive to the situation and working with the coalitions. M. Castiglione stated that another concern is childcare centers that have been an estimate and our now closed.

The EHS credit card report was included in the packet for board members to review.
VI. Kids for Kids Academy

- B. Davis gave a brief presentation on her childcare centers food program.

VII. CEO Report

- The board members recommended that a letter be sent to all legislators in reference to the Funding Formula, explaining how it adversely affect Miami-Dade/Monroe County.
  - A. Eckstein moved to approve sending the letter to legislators.
  - J. Haj seconded the motion.
  - Motion unanimously passed.

- B. Torres gave an overview of the 2019-2020 Grant Application and COLA.
  - B. Eadie moved to approve the 2019-2020 Grant Application and COLA.
  - T. Axford seconded the motion.
  - Motion unanimously passed.

VIII. Public Comments

IX. Adjourn
Action Requested: Authorize the President and CEO to negotiate and execute the contracts listed within the background section of this resolution.

Fiscal Impact: An approximate amount of $723,195.00 for fiscal year 2019-2020 which is subject to the availability of funding.

Funding Source: Department of Health and Human Services, Administration for Children and Families

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Providers ☑ Internal Capacity ☑ Educate All ☐ Funding

RESOLUTION: 05062019-01

AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE THE CONTRACTS LISTED WITHIN THE BACKGROUND SECTION OF THIS RESOLUTION.

WHEREAS, the Executive/Finance Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference.

WHEREAS, the Executive/Finance Committee recommends approving this action;

NOW, THEREFORE, be it resolved by the Executive/Finance Committee to authorize the President and CEO to negotiate and execute the contracts listed within the background section of this resolution.
The foregoing resolution and attachment were offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: _______________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of May 2019.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: ________________________
Executive/Finance Committee Secretary
**Background:**

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<th>End Date</th>
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<td>Miami Dade College</td>
<td>Formal Education and Credentials</td>
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**PSA's**

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**Memorandum of Understanding**

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*Pending approval from the Regional Office (Department of Health and Human Services) to transfer all contacts to the Early Learning Foundation doing business as The Neighborhood Place for Early Head Start.
Action Requested: Authorize the President and CEO to apply to, execute and receive funds from the grantor listed in the background section of this resolution.

Fiscal Impact: An approximate amount of $10,211,307.00 for fiscal year 2019-2020 which is subject to the availability of funding.

Funding Source: Department of Health and Human Services, Administration for Children and Families

Strategic Goal: ☑ Neediest Children  ☑ Providers  ☑ Youngest Children  ☑ Internal Capacity  ☑ Educate All  ☑ Funding

RESOLUTION: 05062019-02

AUTHORIZE THE PRESIDENT AND CEO TO APPLY TO, EXECUTE AND RECEIVE FUNDS FROM THE GRANTORS LISTED IN THE BACKGROUND SECTION OF THIS RESOLUTION.

WHEREAS, the Executive/Finance Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference.

WHEREAS, the Executive/Finance Committee recommends approving this action;

NOW, THEREFORE, be it resolved by the Executive/Finance Committee to authorize the President and CEO to apply to, execute and receive funds from the grantors listed in the background section of this resolution.
The foregoing resolution and attachment were offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ____________________

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of May 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Executive/Finance Committee Secretary
### Background:

#### Early Head Start Grants

<table>
<thead>
<tr>
<th>Contractors for Program Services</th>
<th>Program/Services</th>
<th>Proposed FY 2019-2020 Amount</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Department of Health</td>
<td>Base Grant</td>
<td>$9,805,378.00*</td>
<td>8/1/2019</td>
<td>7/31/2024</td>
</tr>
<tr>
<td>US Department of Health</td>
<td>Training and Technical Assistants</td>
<td>$232,374.00*</td>
<td>8/1/2019</td>
<td>7/31/2024</td>
</tr>
<tr>
<td>US Department of Health</td>
<td>Cost of Living Adjustment</td>
<td>$173,555.00</td>
<td>8/1/2019</td>
<td>7/31/2020</td>
</tr>
<tr>
<td></td>
<td>Total:</td>
<td>$10,211,307.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Supplemental Information

<table>
<thead>
<tr>
<th>Nonfederal Share</th>
<th>Non-Federal Share</th>
<th>Amount</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonfederal Share</td>
<td>Cost of Living Adjustment</td>
<td>$43,389.00</td>
<td>8/1/2019</td>
<td>7/31/2020</td>
</tr>
<tr>
<td>Total:</td>
<td></td>
<td>$2,552,827.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*2019-2020 budget for Early Head Start 5-year grant period

*Pending approval from the Regional Office (Department of Health and Human Services) to transfer all grants to the Early Learning Foundation doing business as The Neighborhood Place for Early Head Start.
Action Requested: Authorize the President and CEO to request permission from the Office of Head Start to provide Early Head Start-Child Care Partnership services in three additional zip codes within Miami-Dade County.

Fiscal Impact: This will not have additional fiscal impact on the budget.

Funding Source: Department of Health and Human Services, Administration for Children and Families

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Educate All ☑ Providers ☐ Internal Capacity ☐ Funding

RESOLUTION: 05062019-03

AUTHORIZE THE PRESIDENT AND CEO TO REQUEST PERMISSION FROM THE OFFICE OF HEAD START TO PROVIDE EARLY HEAD START-CHILD CARE PARTNERSHIP SERVICES IN THREE ADDITIONAL ZIP CODES WITHIN MIAMI-DADE COUNTY.

WHEREAS, the Executive/Finance Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference.

WHEREAS, the Executive/Finance Committee recommends approving this action;

NOW, THEREFORE, be it resolved by the Executive/Finance Committee to authorize the President and CEO to request permission from the Office of Head Start to provide Early Head Start-Child Care Partnership services in three more zip codes within Miami-Dade County.
The foregoing resolution and attachment were offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of May 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: ____________________________
Executive/Finance Committee Secretary
Background:

In February of 2015, the Department of Health and Human Services awarded the Early Learning Coalition of Miami-Dade/Monroe (ELCMDM) a grant for the Early Head Start-Child Care Partnership (EHS-CCP). This award identified 10 high poverty zip codes in Miami-Dade/County as areas of service. Since being awarded the grant, ELCMDM has been serving 750 infants and toddlers in these areas. Per the Community Assessment’s top 10 zip codes with the highest number of preschoolers living in poverty, the ELCMDM is serving 5. Three (33012, 33161, and 33157) of the remaining 5 do not have sufficient services for high poverty families with infants. The other 2 zip codes not being served are neighboring to other zip codes that provide EHS services. The grid below provides information on the additional zip codes that the ELCMDM would like to provide EHS-CCP services.

<table>
<thead>
<tr>
<th>Zip Code</th>
<th>Children ages 0-2 years living in poverty</th>
<th>Children ages 3-4 years living in poverty</th>
<th>Other EHS Centers in the Zip Code</th>
<th>Other Childcare Centers offering SR to Infants in the Zip Code</th>
<th>Zip Code's Ranking of Children Ages 0-2 Years Living in Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>33012</td>
<td>977</td>
<td>651</td>
<td>0</td>
<td>36 of 61</td>
<td>3rd highest</td>
</tr>
<tr>
<td>33161</td>
<td>944</td>
<td>629</td>
<td>1</td>
<td>12 of 37</td>
<td>4th highest</td>
</tr>
<tr>
<td>33157</td>
<td>698</td>
<td>465</td>
<td>0</td>
<td>18 of 64</td>
<td>10th Highest</td>
</tr>
</tbody>
</table>
Early Learning Coalition Executive/Finance Committee Meeting

May 6, 2019

Resolution: 05062019-04

Action Requested: Authorize the President and CEO to make a qualified nonelective contribution, from ELCMDM funds, to the ELCMDM’s 401k plan to remedy the failed 2018 401k Actual Deferral Percentage and Actual Contribution Percentage non-discrimination testing.

Fiscal Impact: An approximate amount of $186,000.00.

Funding Source: All Funding Sources

Strategic Goal: ☐ Neediest Children ☐ Youngest Children ☒ Internal Capacity ☐ Educate All ☐ Providers ☐ Funding

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RESOLUTION: 05062019-04

AUTHORIZE THE PRESIDENT AND CEO TO MAKE A QUALIFIED NONELECTIVE CONTRIBUTION, FROM ELCMDM FUNDS, TO THE ELCMDM’S 401K PLAN TO REMEDY THE FAILED 2018 401K ACTUAL DEFERRAL PERCENTAGE AND ACTUAL CONTRIBUTION PERCENTAGE NON-DISCRIMINATION TESTING.

WHEREAS, the Executive/Finance Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference.

WHEREAS, the Executive/Finance Committee recommends approving this action;

NOW, THEREFORE, be it resolved by the Executive/Finance Committee to authorize the President and CEO to make a qualified nonelective contribution, from ELCMDM funds, to the ELCMDM’s 401k plan to remedy the failed 2018 401k Actual Deferral Percentage and Actual Contribution Percentage non-discrimination testing.
The foregoing resolution and attachment were offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of May 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: ____________________________
Executive/Finance Committee Secretary
**Background:**

In order to comply with IRS requirements and to correct a failure of the 2018 401K Actual Deferral Percentage and Actual Contribution Percentage nondiscrimination testing, the ELCMDM will need to make a qualified nonelective contribution or (QNEC) for the non-highly compensated employees in the approximate amount of $186,000.00 within 12 months of the end of the plan year or before December 31, 2019. This contribution will bring the ELCMDM’s 401k plan into compliance with IRS requirements for the 2018 plan year. Moving forward, the plan will no longer need Actual Deferral Percentage and Actual Contribution Percentage non-discrimination testing as it was changed to a safe harbor plan as of January 1, 2019. Please refer to attached IRS 401k Plan fix-it guide.
401(k) Plan Fix-It Guide - You didn't use the plan definition of compensation correctly for all deferrals and allocations.

<table>
<thead>
<tr>
<th>Mistake</th>
<th>Find the Mistake</th>
<th>Fix the Mistake</th>
<th>Avoid the Mistake</th>
</tr>
</thead>
<tbody>
<tr>
<td>3) You didn’t use the plan definition of compensation correctly for all deferrals and allocations.</td>
<td>Review the plan document definition of compensation used for determining elective deferrals, employer nonelective and matching contributions, maximum annual additions and top-heavy minimum contributions. Review the plan election forms to determine if they're consistent with plan terms.</td>
<td>Corrective contribution, or reallocation or distribution.</td>
<td>Perform annual reviews of compensation definitions and ensure that the person in charge of determining compensation is properly trained to understand the plan document.</td>
</tr>
</tbody>
</table>

Because your plan may use different definitions of compensation for different purposes, it’s important to apply the proper definition for deferrals, allocations and testing. A plan’s compensation definition must satisfy rules for determining the amount of contributions. One of those rules is that the amount of compensation considered under the plan can't exceed $280,000 in 2019 ($275,000 in 2018 subject to cost-of-living adjustments for later years). This limit is described in IRC Section 401(a)(17).

You must follow the plan document compensation definitions. Compensation generally includes the pay a participant received from the employer for personal services for a year including:

- Wages and salaries
- Fees for professional services
Other amounts received (cash or non-cash) for personal services actually rendered by an employee, including, but not limited to:
- Commissions and tips
- Fringe benefits
- Bonuses

The Plan’s terms may include all or a portion of compensation for purposes of determining an employee’s allocation or salary reduction contribution. In addition, your plan may need to ensure that compensation used for testing complies with applicable statutes. For example, a plan might preclude employees from making deferrals from overtime income. However, if overtime is primarily paid to non-highly compensated employees, then the plan may not be able to use the plan’s restricted definition of compensation for the actual deferral percentage (ADP) test. The plan would have to ensure that the definition of compensation complies with the requirements of IRC Section 414(s) and may need to include overtime for this purpose. Thus, it’s critical that the plan monitor its operation to ensure that the terms of the plan are followed to determine an employee’s elective deferral or other allocation. In addition, it’s critical to monitor the plan to ensure that the compensation used for different testing purposes (e.g., ADP, section 415, top heavy) comply with applicable statutes.

How to find the mistake:

Review the plan document to determine if you’re using the proper compensation for allocations, deferrals and testing. Many plan sponsors operate their plan based on a plan summary of the definitions and operational requirements. As the plan is amended, the compensation definition may change while the plan continues to operate as it had previously.

Review the plan sections dealing with allocations and deferrals. Each plan contains sections, either in the plan document or in an adoption agreement, that discuss how the plan must make allocations and deferrals. This section may say, for example, “Employees may defer up to 15% of their Compensation...” You then have to go to the plan section containing definitions and find the “Compensation” definition. Spot-check deferrals and allocations to see if you’re using the correct compensation. Some of these definitions can get complicated with expense reimbursements, car allowances, bonuses, commissions and overtime pay that is or is not included in the definition of compensation. If you have a plan with a complicated definition of compensation, you may want to develop a worksheet to calculate the correct amounts.

How to fix the mistake:

Corrective action:
There are a couple of ways to make corrections when you have improperly allocated amounts because you didn’t follow the plan definition of compensation. If you’ve determined that an employee made excess elective deferrals, give the participant a distribution of the excess deferrals plus earnings. However, if net earnings are negative then, the plan sponsor will need to make an additional contribution to the participant’s account to reimburse it for the loss. In addition, matching contributions related to the excess deferral (adjusted for earnings) should be forfeited and based on plan terms, either reallocated to other participants or to an unallocated account to be used for future matching contributions. If there are improper profit-sharing contributions, forfeit and based on plan terms reallocate the contributions plus earnings to plan participants or to an unallocated account to be used to be used for future profit sharing contributions.

If you’ve determined that an employee made deferrals that were less than what should have been made had the correct compensation amount been used, then a corrective contribution needs to be made to the employee’s account within the plan. The employee would receive a corrective qualified non-elective contribution (which is an employer contribution in which the employee is fully vested) equal to 50% of the missed deferral (i.e., the
difference between the amount that should have been deferred based on the use of correct compensation and what was deferred). In addition, the employee would receive a corrective employer matching contribution, if applicable, equal to the difference between what the employee would have received if the correct elective deferral was made and the actual matching contribution. Finally, the employee would receive a corrective employer contribution to the extent that he or she received a profit sharing allocation that was less than what he or she would have been entitled to had the correct compensation been used. All corrective contributions must be adjusted for earnings.

For failures found and fixed promptly, plan sponsors have the option to reduce the corrective contribution for the lost opportunity cost from 50% of the missed deferral to 25% under certain conditions. For additional details, see Mistake #6 of the 401(k) Fix-it Guide.

Example 1:
Employer Z sponsors a 401(k) plan with six participants with total plan assets of $375,000. The plan definition of compensation for deferrals and allocations was amended, effective 2005, to exclude bonuses. The plan provides that unallocated forfeitures are to be used for future contributions. For the 2014 plan year, Employer Z improperly included bonuses in compensation when determining allocations and deferrals. Three highly compensated employees each had base compensation of $120,000 and a $30,000 bonus. Each of these highly-compensated employees had deferral percentages of 6% of compensation and the plan provides for a fixed profit-sharing allocation of 5% of compensation to each participant’s account. The plan provides for a 50% matching contribution for deferrals up to 6% of compensation.

- Each of the three employees properly received a profit-sharing allocation equal to 5% of their $120,000 compensation ($6,000), but improperly received an allocation equal to 5% of the $30,000 bonus ($1,500).
- Each of the three employees properly deferred 6% of their $120,000 base compensation ($7,200), but improperly deferred 6% of the $30,000 bonus ($1,800).
- Each of the three employees properly received a matching contribution of 3% of their $120,000 base compensation ($3,600), but improperly received an allocation equal to 3% of the $30,000 bonus ($900).

For each employee, Employer Z should forfeit the profit-sharing allocations of $1,500 adjusted for earnings and reallocate the forfeited amounts to an unallocated account to use for profit-sharing allocations in future years.

For each employee, Employer Z should forfeit the matching contributions of $900 adjusted for earnings and reallocate the funds forfeited amounts to an unallocated account to use for matching contributions in future years.

Employer Z must distribute the improperly contributed elective deferrals of $1,800 adjusted for earnings to each of the three employees. However, if the earnings are negative, then Employer Z must make an additional contribution to the plan so that the affected plan participants don’t suffer a financial loss with regard to the excess deferrals incorrectly paid to the plan.

Correction programs available for Example 1:

Self-Correction Program:
The example illustrates an operational problem because Employer Z didn’t follow the plan terms by including bonuses in compensation when determining plan allocations. If the other eligibility requirements are satisfied, Employer Z may use SCP to correct the mistake.

- No IRS imposed user fees for self-correction.
- Practices and procedures must be in place.
- If the mistakes are significant in the aggregate:
Employer Z needs to complete correction by December 31, 2016.

If the mistakes are **insignificant** in the aggregate, Employer Z can correct beyond the two-year correction period for significant errors. Whether a mistake is insignificant depends on all facts and circumstances.

**Voluntary Correction Program:**
Correction is the same as described under SCP. If the plan is not under audit, Employer Z makes a VCP submission. Employer Z's plan's had less than $500,000 in plan assets, so the **user fee** for the VCP submission made in 2018 is $1,500. When making the submission, Z must include Forms 8950 and 8951 and consider using the **model documents set forth in the Form 14568 series.** VCP user fees may change in subsequent years.

**Audit Closing Agreement Program:**
Under Audit CAP, correction is the same as under SCP. Employer Z and the IRS enter into a closing agreement outlining the corrective action and negotiate a sanction. The sanction under Audit CAP is based on facts and circumstances, as discussed in Section 14 of Revenue Procedure 2016-51.

**Example 2:**
Employer Y sponsors a 401(k) plan with plan assets that exceed $500,000 but are less than ten million dollars. The plan definition of compensation for deferrals and allocations was amended, effective 2005, to include overtime. For the 2014 plan year, Employer Y improperly excluded overtime compensation when determining allocations and deferrals. Three non-highly compensated employees each had base compensation of $30,000 and $10,000 in overtime income. Each of these non-highly compensated employees had deferral percentages of 4% of compensation and the plan provides for a fixed profit-sharing allocation of 5% of compensation to each participant’s account. The plan provides for a 50% matching contribution for deferrals up to 6% of compensation.

- Each of the three employees properly received a profit-sharing allocation equal to 5% of their $30,000 compensation ($1,500), but in error, didn’t receive an allocation equal to 5% of the $10,000 overtime income ($500).
- Each of the three employees properly deferred 4% of their $30,000 base compensation ($1,200), but in error, the 4% election didn’t extend to their overtime incomes of $10,000 ($400).
- Each of the three employees properly received a matching contribution of 2% of their $30,000 base compensation ($600), but in error, didn’t receive the matching contributions they would have been entitled to had deferrals been made from their overtime incomes. If the 4% elective deferrals were made from their overtime incomes, they would have been entitled to receive an additional matching allocation equal to 2% of the $10,000 in overtime income ($200).

For each employee, Employer Y should make additional profit-sharing contributions of $500 plus earnings.

For each employee, Employer Y should make an additional qualified non-elective contribution of $200 (or 50% of the missed deferral of $400) plus earnings.

Employer Y should make an additional employer matching contribution of $200 plus earnings to each of the three employees.

In terms of the missed elective deferrals, other correction methods may be acceptable to fix that part of this mistake. See Mistake #6 of the 401(k) Fix-it Guide for details.

**Correction programs available for Example 2:**
Self-Correction Program:
The example illustrates an operational problem because Employer Y didn’t follow the plan terms by excluding overtime compensation when determining plan allocations. If the other eligibility requirements are satisfied, Employer Y may use SCP to correct the mistake.

- No IRS imposed user fees for self-correction.
- Practices and procedures must be in place.
- If the mistakes are **significant** in the aggregate:
  - Employer Y needs to complete correction by December 31, 2016.
  - If not corrected by December 31, 2016, Employer Y isn’t eligible for SCP and must correct under VCP.
  - If the mistakes are **insignificant** in the aggregate, Employer Y can correct beyond the two-year correction period for significant errors. Whether a mistake is insignificant depends on all facts and circumstances.

Voluntary Correction Program:
Correction is the same as described under SCP. If the plan is not under audit, Employer Y makes a VCP submission. Employer Y’s plan had assets that exceed $500,000 but less than ten million dollars, so the user fee for the VCP submission made in 2018 is $3,000. When making the submission, Y must include Forms 8950 and 8951 and consider using the model documents set forth in the Form 14568 series. VCP user fees may change in subsequent years.

Audit Closing Agreement Program:
Under Audit CAP, correction is the same as under SCP. Employer Y and the IRS enter into a closing agreement outlining the corrective action and negotiate a sanction. The sanction under Audit CAP is based on facts and circumstances, as discussed in Section 14 of Revenue Procedure 2016-51.

How to avoid the mistake:

- Perform annual reviews of the plan operations.
- If the plan document is amended, check the definitions against the old document, noting any differences. Have a centralized person or department responsible for maintaining all plan documents.
- If you amend your plan document, communicate those changes to everyone involved in the plan’s operation. Plan sponsors should develop an internal communication mechanism to timely and accurately advise plan administrators and outside service providers (outside plan consultant, actuary and/or third party administrator/record keeper) of changes.
- Provide proper training of in-house personnel who determine compensation to understand the plan document.
- Know what your third party administrators have agreed to provide. They may be relying on you for information, such as compensation and deferral amounts used in their work. Retain a copy of your third party administrator service contract including any updated contracts; and keep a summary of what’s being supplied to the plan by the third party administrator, actuary or consultant. Keep this service contract and summary with the person responsible for maintaining all plan documents.
- Try to simplify your plan’s definition of compensation and use the same definition for multiple purposes.
You did not use the plan's definition of compensation correctly for all deferrals and allocations.

Page Last Reviewed or Updated: 07-Nov-2018
Early Learning Coalition Executive/Finance Committee Meeting

May 6, 2019

Resolution: 05062019-05

Action Requested: Approve the Evaluation Committee’s recommendation to award contract for RFP#ELCMDM2019-04 (Early Head Start Playgrounds), and authorize the President and CEO to negotiate and execute contracts with the selected vendor(s).

Fiscal Impact: The contract is for an approximate amount of $632,540.00 until October 31, 2019, which is subject to the availability of funding.

Funding Source: Department of Health and Human Services, Administration for Children and Families

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Providers ☑ Internal Capacity ☐ Educate All ☐ Funding

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RESOLUTION: 05062019-05

APPROVE THE EVALUATION COMMITTEE’S RECOMMENDATION TO AWARD CONTRACT FOR RFP#ELCMDM2019-04 (EARLY HEAD START PLAYGROUNDS), AND AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE CONTRACTS WITH THE SELECTED VENDOR(S).

WHEREAS, the Executive/Finance Committee of the Early Learning Coalition of Miami-Dade/Monroe, Inc. has been apprised of the program goals through the attached narrative, hereby incorporated by reference.

WHEREAS, the Executive/Finance Committee recommends approving this action;

NOW, THEREFORE, be it resolved by the Executive/Finance Committee to authorize the approval of the Evaluation Committee’s recommendation to award contract for RFP#ELCMDM2019-04 (Early Head Start Playgrounds), and authorize the President and CEO to negotiate and execute contracts with the selected vendor(s).
The foregoing resolution and attachment were offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: ___________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 6th day of May 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: ____________________________
Executive/Finance Committee Secretary
Background:

Resolution #04012019-05 authorized the President and CEO to release a Request for Proposal (RFP) for Early Head Start Playgrounds. On April 4, 2019, the Early Learning Coalition released RFP#ELCMDM2019-04 for Early Head Start Playgrounds. On or before April 17, 2019, the Early Learning Coalition received two (2) proposals from the following:

- Kaplan Early Learning Company
- Builcore, Inc.

Legal Counsel reviewed the proposals on April 17, 2019; the proposals were deemed responsive.

On April 18, 2019, the proposals were reviewed by four (4) evaluators who made up the Evaluation Committee.

Evaluation Committee Members:

| 1. Johanna Miranda, Contracting Officer- Jackson Health System |
| 2. Jeffrey Hurst, Family Services Counselor/Community Liaison/Trainer- Department of Children and Families |
| 4. Salvatore Martorano, Early Head Start Compliance Manager- Early Learning Coalition of Miami-Dade/Monroe, Inc. |

On April 25, 2019, at the second Evaluation Committee Meeting, the committee moved and passed a motion to recommend that the Early Learning Coalition negotiate and execute contracts with Kaplan Early Learning Company and Builcore, Inc. The committee's decision to select both vendors was due to time constraints. Being able to contract with both vendors will allow the Early Learning Coalition the ability to provide the new sites with updated playground equipment within the current fiscal year.

<table>
<thead>
<tr>
<th>Proposer's Name</th>
<th>Final Rating (Max 400)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaplan Early Learning Company</td>
<td>380</td>
</tr>
<tr>
<td>Builcore, Inc.</td>
<td>332</td>
</tr>
</tbody>
</table>
### Evaluation Scorecard:

**RFP # ELCDM2019-04**  
*Early Head Start Playgrounds*

**Organizational Capacity**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Max. Score</th>
<th>Kaplan Early Learning Company</th>
<th>Buildcore, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Has demonstrated knowledge of rules and requirements governing public funding and non-profit regulations including compliance with Davis-Bacon Act.</td>
<td>30</td>
<td>3 3 3 3 3 2 3</td>
<td></td>
</tr>
<tr>
<td>2. Has demonstrated knowledge of rules and regulations governing child care facilities or local licensing regulation (DCF).</td>
<td>2</td>
<td>2 1 2 2 1 1 2</td>
<td></td>
</tr>
<tr>
<td>3. Has the capacity of qualified employees or subcontractors for completing multiple work orders simultaneously, in a strict timeline.</td>
<td>10</td>
<td>10 10 9 10 5 10 8 10</td>
<td></td>
</tr>
<tr>
<td>4. Ability to provide enough insurance coverage and bonding assurances as required</td>
<td>10</td>
<td>10 10 9 10 5 10 9 10</td>
<td></td>
</tr>
<tr>
<td>5. Shows a timeline per job site.</td>
<td>5</td>
<td>5 5 5 3 2 1 5 2 2</td>
<td></td>
</tr>
</tbody>
</table>

**Experience**

<table>
<thead>
<tr>
<th>Experience</th>
<th>Max. Score</th>
<th>Kaplan Early Learning Company</th>
<th>Buildcore, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Has demonstrated experience in successfully completing projects of similar size and scope.</td>
<td>43</td>
<td>5 5 5 5 5 3 5 4 5</td>
<td></td>
</tr>
<tr>
<td>2. Has demonstrated history of successfully completing projects on time and within budget.</td>
<td>8</td>
<td>6 7 6 8 4 7 5 8</td>
<td></td>
</tr>
<tr>
<td>3. Has at least 5 years relevant experience.</td>
<td>5</td>
<td>5 5 5 5 5 5 5 5 5</td>
<td></td>
</tr>
<tr>
<td>4. Has demonstrated experience working with non-profit organizations.</td>
<td>2</td>
<td>2 2 2 2 2 2 2 2 2</td>
<td></td>
</tr>
<tr>
<td>5. Has demonstrated experience in working with child care facility projects.</td>
<td>5</td>
<td>5 5 5 5 5 5 5 4 5</td>
<td></td>
</tr>
<tr>
<td>6. Has demonstrated experience working with federal grants.</td>
<td>3</td>
<td>3 3 3 3 3 3 3 3 3</td>
<td></td>
</tr>
<tr>
<td>7. Has demonstrated experience in meeting the requirements of the Davis-Bacon Act.</td>
<td>5</td>
<td>5 5 4 5 3 5 4 5 5</td>
<td></td>
</tr>
<tr>
<td>8. Has received positive recommendations from references on past projects completed.</td>
<td>10</td>
<td>10 10 8 10 10 10 8 10 10</td>
<td></td>
</tr>
</tbody>
</table>

**Proposal**

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Max. Score</th>
<th>Kaplan Early Learning Company</th>
<th>Buildcore, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provided a clear presentation.</td>
<td>25</td>
<td>2 2 2 2 2 1 2 2 2</td>
<td></td>
</tr>
<tr>
<td>2. Addressed all items on the RFP.</td>
<td>20</td>
<td>5 5 5 5 4 3 5 3 4</td>
<td></td>
</tr>
<tr>
<td>3. Presented a sound and effective methodology and timeframe for completing the multiple work orders simultaneously.</td>
<td>15</td>
<td>15 15 15 14 15 15 10 15 15</td>
<td></td>
</tr>
<tr>
<td>4. Presented a clear proposal.</td>
<td>5</td>
<td>5 5 4 4 3 5 4 4 4</td>
<td></td>
</tr>
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</table>

**TOTAL**

<table>
<thead>
<tr>
<th></th>
<th>Kaplan Early Learning Company</th>
<th>Buildcore, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100</td>
<td>98 98 98 95 63 98 76 95</td>
</tr>
<tr>
<td>Total Sum</td>
<td>400</td>
<td>380</td>
</tr>
<tr>
<td>Average</td>
<td>160</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>83</td>
<td></td>
</tr>
</tbody>
</table>
Early Learning Coalition Board of Directors Meeting

June 3, 2019

Resolution: 06032019-01

Action Requested: Authorize the President and CEO to release a Request for Proposal (RFP) for Developmental Screenings and Individualized Follow-up.

Fiscal Impact: An approximate amount of $770,000.00 per fiscal year, which is subject to the availability of funding.

Funding Source: Florida Office of Early Learning

Strategic Goal: ☑️ Neediest Children ☑️ Youngest Children ☑️ Educate All ☐ Providers ☐ Internal Capacity ☐ Funding

Resolution: 06032019-01

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL (RFP) FOR DEVELOPMENTAL SCREENINGS AND INDIVIDUALIZED FOLLOW-UP.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Request for Proposal (RFP) for Developmental Screenings and Individualized Follow-up.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ______________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:
Florida Statute: 1002.88 School readiness program provider standards; eligibility to deliver the school readiness program.—
(1) To be eligible to deliver the school readiness program, a school readiness program provider must:
   h) Collaborate with the respective early learning coalition to complete initial screening for each child, aged 6 weeks to kindergarten eligibility, within 45 days after the child’s first or subsequent enrollment, to identify a child who may need individualized supports.

Florida Statute: 1002.88 (h) requires that all children enrolled in the school readiness program receive an initial developmental screen within 45 days of the child’s first or subsequent enrollment. If a coalition coordinates the implementation of subsequent screenings with providers, Rule 6M-4.720 F.A.C., defines subsequent enrollment as annually in the month of the child’s birthday. Early detection and intervention is critically important for all children, especially vulnerable children and follow up and screening is part of this process.

In 2015, the Early Learning Coalition of Miami-Dade/Monroe, Inc. convened an Inclusion Work Group comprised of Board Members, key community partners and stakeholders and staff to assess current practice in the area of inclusion and assessment, especially in the area of identification of and service for children with special needs. The services to be procured through this Request for Proposal expand on the Florida mandate and recommendations from the Inclusion Work Group.

Developmental Screening
The contracted agency will design and implement a program guided by the School Readiness Developmental Screening Program (mostly children with red flags on the developmental screening) using a tiered service delivery model which includes universal and individualized supports.

The purpose of the program is to provide interventions and follow-up support services to children enrolled in the School Readiness program who are identified through their mandated developmental screening: The Ages & Stages Questionnaires®, Third Edition (ASQ-3™). The services should be primarily provided by the contracted agency, but may be supplemented by a community partner as necessary. In cases where children require services beyond the basic services provided through the initial 8 week intervention, the contracted agency will refer the children to the Part B or Part C agency or to any other agency as soon as the need is identified and as deemed necessary to best meet the needs of the child.
Action Requested: Authorize the President and CEO to apply, execute and receive funds from The Children’s Trust for a local match required by the Early Head Start program.

Fiscal Impact: An approximate amount of $650,000.00 for fiscal year 2019-2020, which is subject to the availability of funding.

Funding Source: The Children's Trust

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Educate All ☑ Providers ☑ Internal Capacity ☑ Funding

Resolution: 06032019-02

AUTHORIZE THE PRESIDENT AND CEO TO APPLY, EXECUTE AND RECEIVE FUNDS FROM THE CHILDREN'S TRUST FOR A LOCAL MATCH REQUIRED BY THE EARLY HEAD START PROGRAM.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to apply, execute and receive funds from The Children’s Trust for a local match required by the Early Head Start program.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: ________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:

<table>
<thead>
<tr>
<th>Contractors for Program Services</th>
<th>Program/Services</th>
<th>Proposed FY 2019-2020 Amount</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Children’s Trust</td>
<td>Early Head Start-Match</td>
<td>$650,000</td>
<td>8/1/2019</td>
<td>7/31/2020</td>
</tr>
<tr>
<td>Total:</td>
<td></td>
<td>$650,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Pending approval from the Regional Office (Department of Health and Human Services) to transfer all grants to the Early Learning Foundation doing business as The Neighborhood Place for Early Head Start.

The Children’s Trust (the Trust) provides the local match funding to the Provider according to the terms and conditions set forth below. By participating through a local match, The Children’s Trust assists the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) in drawing down allocated funds from the Early Head Start Child Care Partnership Grant (EHS-CCP).

Childcare financial aid (subsidy) is a major component of these School Readiness services. Priority participation is given to: Children whose parents are economically disadvantaged, children who have been determined to be at risk of abuse, neglect or exploitation, and children with disabilities. The Coalition is bound by federal and state regulations governing the use of these funds. Revenue maximization requires raising significant local funds for match to draw down the full funding allocated by the state Office for our local Coalition.

The federal government made $650 million available to expand Early Head Start (EHS) services nationally. These funds were awarded to grantees throughout the country to expand access to high-quality, comprehensive services for low-income infants and toddlers and their families; at least 10% of children served have a diagnosed disability (regardless of income). All children receive comprehensive services, to include health, mental health, nutrition and family support services; family advocates work closely with families to address each family’s unique challenges and help them work toward self-sufficiency.

In addition to the traditional model for implementing Early Head Start, the unique priorities of this grant include
1) partnerships with community-based child care centers and/or family child care homes to improve the quality of early learning services in low-income communities
2) leveraging sources of funding from federal child care subsidies and other state and local funding sources, and
3) partnering with higher education to create career paths for early learning teachers. The average cost of Early Head Start services is $12,000 - $14,000 per child. These costs come from significantly lower adult-child ratios (1:8) in the early learning classroom (e.g., ratios of one adult to four toddlers in Early Head Start compared to one adult to 11 toddlers to meet licensing standards) and significantly better-trained teachers, as well as the provision of health, mental health, nutrition, and family support services. Children with special needs, who represent at least 10% of the children served, receive additional services to meet their specific needs.

This federal grant requires a 20% local match. This cash match from the Trust is combined with the matching of additional services and funds from other community agencies to help purchase high quality early learning slots for 750 infants and toddlers served. The Coalition is approved this fiscal year for approximately $10,211,307.00 from the Federal Government, dependent on securing local match. The Children’s Trust provides $650,000.00 to contribute to the local match for the Federal Early Head Start Child Care Partnership Grant.

The Children’s Trust requires all children served under this contract be afforded parental choice. Parental choice is honored with regard to service location in accordance with Florida Statutes, Chapter 1002, as amended. All requirements stipulated under the Provider’s existing contract with the Office of Early Learning shall be met unless otherwise specified in the contract. Children served under this contract shall meet Early Head Start eligibility and service requirements. Children served shall be Miami-Dade County residents.
Action Requested: Authorize the President and CEO to release a Request for Proposal (RFP) for MIP Accounting Software Services.

Fiscal Impact: An approximate amount of $97,328.00 per fiscal year, which is subject to the availability of funding.

Funding Source: APOOL*

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Educate All ☑ Providers ☑ Internal Capacity ☐ Funding

Resolution: 06032019-03

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL (RFP) FOR MIP ACCOUNTING SOFTWARE SERVICES.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Request for Proposal (RFP) for MIP Accounting Software Services.

*APOOL (Specific Funding Sources): Department of Health and Human Services, Administration for Children and Families, Florida Department of Children and Families, Department of Education Office of Early Learning Miami-Dade and Monroe (School Readiness Services, Voluntary Prekindergarten Services), Save the Children Federation, Inc., Ocean Reef Community Foundation, The School Board of Miami-Dade County, Florida, Teenage Parent Program, Monroe County School District, Teen Parent Program, The Children’s Trust.
The foregoing resolution and attachment was offered by __________, who moved its approval. The motion was seconded by __________, and upon being put to a vote, the vote was as follows: _____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC.,

By: __________________________
Board Secretary
Background:

MIP Accounting Software is the accounting package that the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) has been utilizing for several years. This request is to release a Request for Proposal (RFP) for services including the hosting, maintenance and training of the MIP Accounting Software.

The Early Learning Coalition of Miami-Dade/Monroe, Inc. is seeking to ‘host’ their instances of MIP Accounting and Microix internally at a secure bunker. The Coalition is seeking database management services, including maintaining updates, security patches, and other fixes for Abila MIP Accounting and Microix. The selected vendor must be willing to remotely manage the MIP Accounting and Microix instances on our designated infrastructure and establish a ‘remote’ backup. Further, the selected vendor must maintain a redundant instance of the MIP Accounting and Microix systems to ensure 24/7 availability.

Budget - $97,327.08

<table>
<thead>
<tr>
<th>Items/Service</th>
<th>Monthly</th>
<th>Yearly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Software Module</td>
<td>$2,741.66</td>
<td>$32,899.92</td>
</tr>
<tr>
<td>Access to Microix - p/person access</td>
<td>$85.00</td>
<td>$1,020.00</td>
</tr>
<tr>
<td>1/m - 12p/y</td>
<td>$9,781.55</td>
<td>$9,781.55</td>
</tr>
<tr>
<td>Training/Services Consulting Services</td>
<td>$906.50</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$80.00</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>Total Estimated Expense</td>
<td>$13,594.71</td>
<td>$68,701.47</td>
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</table>

<table>
<thead>
<tr>
<th>Training</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Microix and MIP Training</td>
<td>$5,000.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Special Projects</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>List of projects total 80 hours approximately at $300 hourly rate (Not to Exceed)</td>
<td>$23,625.61</td>
<td></td>
</tr>
</tbody>
</table>
Action Requested: Authorize the President and CEO to release a Request for Proposal (RFP) for phone service support and maintenance.

Fiscal Impact: An approximate amount of $135,000.00 prorated for fiscal year 2019-2020, which is subject to the availability of funding.

Funding Source: APOOL*

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Educate All ☑ Providers ☑ Internal Capacity ☐ Funding

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Resolution: 06032019-04

AUTHORIZE THE PRESIDENT AND CEO TO RELEASE A REQUEST FOR PROPOSAL (RFP) FOR PHONE SERVICE SUPPORT AND MAINTENANCE.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to release a Request for Proposal (RFP) for phone service support and maintenance.

*APOOL (Specific Funding Sources): Department of Health and Human Services, Administration for Children and Families, Florida Department of Children and Families, Department of Education Office of Early Learning Miami-Dade and Monroe (School Readiness Services, Voluntary Prekindergarten Services), Save the Children Federation, Inc., Ocean Reef Community Foundation, The School Board of Miami-Dade County, Florida, Teenage Parent Program, Monroe County School District, Teen Parent Program, The Children’s Trust.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: ____________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: __________________________
Board Secretary
Background:

A Terms of Service form is attached to ensure 24/7 up time for the phone system/cloud hosting and the service, warranty, coverage for the following equipment & services:

1. 100 “500 Series”: Polycom, VVX Handsets
2. 250 “310 Series”: Polycom, VVX Handsets, and wiring drops
3. Hosting of the ELC Main number: 305.646.7220
5. 100 Mbps Fiber Connection for internet/Phone to be installed at 2555 Ponce De Leon Blvd, suite 500, Coral Gables, FL 33134
6. ISDN PRI (B+D Channels)
7. Hosting of ELC eFax Services
8. Hosting of the ELC additional lines: Warm Line, Key West, TTY, and Directory Listing, 911, Unlimited Local and LD Lines
9. In Contact Cloud Hosting for Call Center: 26 Phones, with 60 agent licenses: see more at [http://www.incontact.com/](http://www.incontact.com/)
10. Upgrade extensions for Second Dedicated Provider Contracts Line 305-359-5550
11. Standard Features:
    - Standard Call Features (caller ID, call forwarding, call waiting, call hold, call transfer);
    - Enhanced Voicemail (Receive and manage voicemail messages by phone, web and email);
    - Virtual PBX;
    - Find- Follow ME (Route calls to any phone or group, anywhere);
    - Call Screening (Know who is calling before you answer the phone);
    - Simultaneous Ring (Have incoming calls to ring on multiple phone numbers at the same time);
    - Sequential Ring (Have multiple phone numbers ring In a specified sequence on incoming calls);
    - Web Based Portal (Manage phone functions and more via the web at a click of a button);
    - Auto Attendant (Never miss a call with your own virtual receptionist);
    - Music On Hold (Great way to keep your customers happy and engaged while on hold);
    - Call Monitoring (listen to a call in progress for training purposes etc.);
    - Call Recording (Record all calls or on demand recording);
    - Call Queuing

At a minimum, the Contractor will perform monitoring services to include the following:

Minimum Performance Standards of the provider

- 24/7 Dial tone(s)
- 305.646.7220 must ring
- 305.359.5550 must ring
- After hours answering (messaging)
- 24/7 uptime (with a 1% to 2% down time allowable, if it is determined that the outage is either the fiber connection or In Contact and not local switches.
ATTACHMENT 1-A

The following quote illustrates the agreed upon monthly payment schedule.

<table>
<thead>
<tr>
<th>Service</th>
<th>Quantity</th>
<th>Unit Price</th>
<th>Frequency</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Services: ISDN PRI (B+D Channels)</td>
<td>0</td>
<td>$0.00</td>
<td>Monthly</td>
<td>$0.00</td>
</tr>
<tr>
<td>Data Services: 100Mbps Fiber</td>
<td>1</td>
<td>$1,150.00</td>
<td>Monthly</td>
<td>$1,150.00</td>
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<tr>
<td>Voice Services: Local</td>
<td>0</td>
<td>$0.00</td>
<td>Monthly</td>
<td>$0.00</td>
</tr>
<tr>
<td>Voice Services: Number Porting</td>
<td>0</td>
<td>$0.00</td>
<td>Monthly</td>
<td>$0.00</td>
</tr>
<tr>
<td>Voice Services: Directory Listing/E911</td>
<td>1</td>
<td>$1.00</td>
<td>Monthly</td>
<td>$1.00</td>
</tr>
<tr>
<td>Voice Services: Fax to email</td>
<td>1</td>
<td>$300.00</td>
<td>Monthly</td>
<td>$300.00</td>
</tr>
<tr>
<td>Voice Services: Unlimited Local LD Lines/EXT (Includes US, Canada)</td>
<td>350</td>
<td>$24.99</td>
<td>Monthly</td>
<td>$8,746.50</td>
</tr>
<tr>
<td>Voice Services: Toll Free Services</td>
<td>0</td>
<td>$0.00</td>
<td>Monthly</td>
<td>$0.00</td>
</tr>
<tr>
<td>Voice Services: Features Bundle Plus</td>
<td>0</td>
<td>$0.00</td>
<td>Monthly</td>
<td>$0.00</td>
</tr>
<tr>
<td>Voice Services: Contract Center Sol and Monthly Maintenance</td>
<td>1</td>
<td>$11,595.00</td>
<td>Monthly</td>
<td>$11,595.00</td>
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<tr>
<td>Second Dedicated Provider Contracts Line and All Related “Services”</td>
<td>1</td>
<td>$500.00</td>
<td>Monthly</td>
<td>$500.00</td>
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<tr>
<td><strong>Total Monthly Amount</strong></td>
<td></td>
<td></td>
<td></td>
<td>$22,292.50</td>
</tr>
<tr>
<td><strong>Total Contract Not-to-Exceed Amount</strong></td>
<td></td>
<td></td>
<td></td>
<td>$267,510.00*</td>
</tr>
</tbody>
</table>

*Contract Amount can be prorated for six (6) months.
Action Requested: Authorize the President and CEO to approve the Initial Budget and approve the allocation and expenditure of funds for fiscal year 2019-2020.

Fiscal Impact: An approximate amount of $203,704,223.00 for fiscal year 2019-2020, which is subject to the availability of funding.

Funding Source: APOOL*

Strategic Goal: □ Neediest Children □ Providers
□ Youngest Children □ Internal Capacity
□ Educate All □ Funding

Resolution: 06032019-05


WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to approve the Initial Budget and approve the allocation and expenditure of funds for fiscal year 2019-2020.

*APOOL (Specific Funding Sources): Department of Health and Human Services, Administration for Children and Families, Florida Department of Children and Families, Department of Education Office of Early Learning Miami-Dade and Monroe (School Readiness Services, Voluntary Prekindergarten Services), Save the Children Federation, Inc., Ocean Reef Community Foundation, The School Board of Miami-Dade County, Florida, Teenage Parent Program, Monroe County School District, Teen Parent Program, The Children’s Trust.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: _________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: ___________________________
Board Secretary
Background:

The Early Learning Coalition’s fiscal year begins July 1, 2019. The Final Notice of Award will not be issued by the Office of Early Learning (“OEL”) until the end of June and current year grant closeouts will not be finalized until July 2019. Therefore, the initial budget is based on the following, current and projected, activity:
Action Requested: Authorize the President and CEO to negotiate and execute a contract with The Children’s Forum, vendor approved by the Florida Office of Early Learning, to facilitate and provide Assessment Services using the Classroom Assessment Scoring System (CLASS) for Miami-Dade and Monroe Counties.

Fiscal Impact: An approximate amount of $105,000.00 for fiscal year 2018-2019, which is subject to the availability of funding.

Funding Source: Florida Office of Early Learning

Strategic Goal: ☑ Neediest Children ☑ Youngest Children ☑ Educate All ☑ Providers ☐ Internal Capacity ☐ Funding

Resolution: 06032019-06

AUTHORIZE THE PRESIDENT AND CEO TO NEGOTIATE AND EXECUTE A CONTRACT WITH THE CHILDREN’S FORUM, VENDOR APPROVED BY THE FLORIDA OFFICE OF EARLY LEARNING, TO FACILITATE AND PROVIDE ASSESSMENT SERVICES USING THE CLASSROOM ASSESSMENT SCORING SYSTEM (CLASS) FOR MIAMI-DADE AND MONROE COUNTIES.

WHEREAS, the Board of the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the “Board”) has been apprised of the program goals through the attached narrative, hereby incorporated by reference and the Finance Committee is in agreement with the goals described therein;

WHEREAS, the Finance Committee recommends approving this action and has presented said action to the Board for adoption and approval;

WHEREAS, the Board approves the adoption of this action;

NOW, THEREFORE, be it resolved by the Board to authorize the President and CEO to negotiate and execute a contract with The Children’s Forum, vendor approved by the Florida Office of Early Learning, to facilitate and provide Assessment Services using the Classroom Assessment Scoring System (CLASS) for Miami-Dade and Monroe Counties.
The foregoing resolution and attachment was offered by ___________, who moved its approval. The motion was seconded by ___________, and upon being put to a vote, the vote was as follows: _______________________.

The vote was recorded as listed in the attached roll sheet.

The chairperson thereupon declared this resolution duly passed and adopted this 3rd day of June, 2019.

EARLY LEARNING COALITION
OF MIAMI-DADE/MONROE, INC,

By: ___________________________
Board Secretary
Background:

Whereas it is the responsibility of the board to promote high-quality school readiness, research supports the implementation of observation based program assessment, as a means to improve quality in early care and education settings. In fact, classrooms with high scores on observation based program assessment measures have better social and academic outcomes. The State Legislature, in support of the science around program assessment has enacted House Bill 1091, an act relating to early learning, which requires the implementation of observation based program assessment prior to contracting with the Early Learning Coalition of Miami-Dade/Monroe, Inc. (the Coalition) for School Readiness services. The Office of Early Learning has identified the Classroom Assessment Scoring System (CLASS) as the designated program assessment measure and has delegated completion of these assessments to coalitions across the state. The Early Learning Coalition of Miami Dade and Monroe, Inc. has the largest School Readiness provider network in the state of Florida, with approximately 300 classrooms to assess. The Coalition is requesting services from The Children’s Forum which has the relevant knowledge and experience around CLASS to support this initiative. The Children’s Forum will provide staff that are bilingual in Spanish and English and are reliable in all of the three tools (eg. CLASS Infant, CLASS Toddler and CLASS Preschool) and are able to maintain reliability while providing the above referenced services.
<table>
<thead>
<tr>
<th>Trans. Date</th>
<th>AMEX Description</th>
<th>Amount</th>
<th>ELC Description</th>
<th>Dist Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/9/2019</td>
<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
<td>-15.63</td>
<td>The Renaissance Resort tax refund for O. Gonzalez Varese to attend The Florida Head Start Association Conference 033119 to 040419</td>
<td>520EH0</td>
</tr>
<tr>
<td>4/5/2019</td>
<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
<td>15.63</td>
<td>The Renaissance Resort tax for O. Gonzalez Varese to attend The Florida Head Start Association Conference 033119 to 040419</td>
<td>520EH0</td>
</tr>
<tr>
<td>4/5/2019</td>
<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
<td>15.63</td>
<td>The Renaissance Resort tax for L. Jones to attend The Florida Head Start Association Conference 033119 to 040419</td>
<td>520EH0</td>
</tr>
<tr>
<td>4/9/2019</td>
<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
<td>-15.63</td>
<td>The Renaissance Resort tax refund for L. Jones to attend The Florida Head Start Association Conference 033119 to 040419</td>
<td>520EH0</td>
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<td>4/5/2019</td>
<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
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<td>The Renaissance Resort tax for T. Louima to attend The Florida Head Start Association Conference 033119 to 040419</td>
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<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
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<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
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<tr>
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<td>THE RENAISSANCE RESO SAINT AUGUSTINE FL</td>
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<td>The Renaissance Resort lodging for T. Louima to attend The Florida Head Start Association Conference 033119 to 040419</td>
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<td>Amount</td>
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<td>Total EHS monthly charges</td>
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</table>
Early Learning Coalition Review Hearing Committee

May 6, 2019

Crystal Learning Center – C11MD1696
27085 SW 138TH Court Naranja, Florida 33032

Action Requested: The Executive Leadership Team recommends termination of the SR and VPK (until the end of the VPK Calendar) Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

Background

**Crystal Learning Center**
- License Capacity: 86
- Care Level offered: Infant- School Age
- Approximate Children enrolled for SR: 10
- Approximate Children enrolled for VPK: 0
- Number of providers within the same zip code offering the same services: 14
- Accreditations/Gold Seal: N/A
- Provider has been contracted with the ELC since: 2009
- 2017-2018 reimbursements: $29,723.70

**Issues**
**Gap in COI**
- Provider Liability Policy expired 06/09/2018 and renewed on 11/16/2018.
- Contract Manager confirmed with the insurance agent that the Provider did not have coverage with them during the gap period.
- Provider was also contacted and the provider stated she did not have insurance coverage with another insurance carrier during the gap period and the current insurance company is unable to cover the gap period.

Comments:
- Prior to this occurrence provider had another GAP in coverage. Policy expired 05/19/2017 renewed 06/09/2017.
- Provider currently has liability coverage.
Action Requested: The Executive Leadership Team recommends termination of the SR Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

Background

Children's Academy Preschool #3

- License Capacity: 85
- Care Level offered: Birth – School Age
- Approximate Children enrolled for SR: 7
- Approximate Children enrolled for VPK: N/A
- Approximate Number of providers within the same zip code offering the same services: 22
- Accreditations/Gold Seal: N/A
- Provider has been contracted with the ELC since: 1997

Issues

Three Class 2 Violations in a 12-month time-frame within the same standard.

17-06 Outdoor Play Area/Fencing CCF Handbook, Section 3.5 (Form OEL-SR-6202, Section 7 Planned Activities, Pages 19-20), (Form OEL-SR-6202, Section 10.7 Outdoor Play Area and Section 10.8 Fencing, Pages 25-26)

The facility's fencing walls or gate area had gaps that could allow children to exit the outdoor play area. CCF Handbook, Section 3.5.1, B (Section 10.8, number 2) [SR]

- 8/17/2018
- 10/11/2018
- 11/27/2018

Comments:

- Children's Academy Preschool #6 was terminated in December 2018 for same violations.
- While reviewing the supporting documents it was found the provider was placed on a CAP November 2015 for serious deficiencies with the Florida department of Health Bureau of Child Care Food Program.

Continuation on page 2
Early Learning Coalition Review Hearing Committee

May 6 2019

Children’s Academy Preschool #3 – C11MD0705
16263 NW 2nd Avenue, Miami FL 33169

Issues

Comments:

- **8/17/2018**: The facility has a gate (which does not close) that leads to another fenced area next to the facility. This fenced area has another gate that is open and leads to the street and also has a broken gap in the fence that also leads to the street. FSC advised to have the gate fixed so that it can be closed properly and to fix the gap in the other part of the fence. Due date was 8/31/2018.

- **10/11/2018**: Upon arrival the FSC observed that in one area of the fence a gate was open that leads into the play area from the street. Another area of the fence is broken that also leads to the street. The gate that was open was closed during the time of inspection. FSC advised to have the fencing fixed and to not let the kids play outside until the fencing is fixed. The due date was 10/24/2018.

- **11/27/2018**: The fencing in the outdoor play area has a gate that cannot be closed properly leaving the gate wide open. In another section of the fence, the fence is broken with a gap that leads to the street. As technical assistance the outdoor play area must have adequate fencing or walls a minimum of 4 feet in height. Fencing, including gates, must be continuous and must not have gaps or opening larger than 3 inches that would allow children to exit the outdoor play area. The base of the fence must remain at ground level, and be free from erosion or build-up to prevent inside and outside access by children or animals. These areas must have at least two exits, with at least one being remote from the buildings. If an outdoor play area was approved for usage by the Department prior to the effective date of this rule, no new exits are required to be added to meet this standard. However, if outdoor play area fencing is changed then the standard would apply and two exits must be provided. The due date was 12/11/2018.
Action Requested: The Executive Leadership Team recommends termination of the SR and VPK (until the end of the VPK Calendar) Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

Background

### Children's Academy Preschool #4

- License Capacity: 126
- Care Level offered: 3 years – 12 years
- Approximate Children enrolled for SR: 11
- Approximate Children enrolled for VPK: 6
- Approximate Number of providers within the same zip code offering the same services: 23
- Accreditations/Gold Seal: N/A
- Provider has been contracted with the ELC since: 1991
- 2017-2018 reimbursements: Approximately $40,624.40

### Issues

Five Class 2 Violations in a 12-month time-frame within the same standard.

17-02. The facility's outdoor play area contained litter, nails, glass or other hazards that posed a threat to the health, safety or well-being of the children. CCF Handbook, Section 3.5, A (Section 10.7, number 1) [SR]

17-06. The facility's fencing walls or gate area had gaps that could allow children to exit the outdoor play area. CCF Handbook, Section 3.5.1, B (Section 10.8, number 2) [SR]

- 4/26/2018
- 8/17/2018
- 10/11/2018
- 3/21/2019
- 3/21/2019

Comments:

- Children’s Academy Preschool #6 was terminated in December 2018 for same violations.
- Children’s Academy was present to ELT for the same violations in the same standard and recommendation was Termination.

Continuation on page 2
Early Learning Coalition Review Hearing Committee

May 6 2019

Children's Academy Preschool #4- C11MD0927
151 NW 162nd Street Miami, FL 33169

Issues

Comments:

- 04/26/2018: Part of the fencing in the outdoor play area is under 4 feet in height. Technical assistance given to have the fence higher than 4 feet. In the form of efforts to assist licensees, any future violation of this standard will result in disciplinary sanctions being progressively enforced by the Department in accordance to s. 402.310 and/or Chapters 65C-22/65C-20, Florida Administrative Code. Due date given 5/8/2018.

- 08/17/2018: FSC observed parts of the fence in the playground area to be under 4 feet in height. FSC advised to have the fence adjusted to meet the minimum requirement. Due date given 8/31/2018.

- 10/11/2018: In the outdoor play area there is a small gate in the back that is broken and a fence that leads to the street is broken and wide open. Due date given 10/24/2018.

- 3/21/2019: 17-02 Some fencing materials in the outdoor play area, that are accessible to the children, could pose as a hazard to the children. Technical assistance given to have that fencing material locked away in an area where the children cannot have access to it. Per the handbook The outdoor play area must be clean and free from litter, nails, glass and other hazards.

- 3/21/2019: 17-06 A gate in the fence cannot be closed properly outside that leads to fencing martial that could be accessible to children. Technical assistance given to have locks on the gate. Per the handbook The outdoor play area must have adequate fencing or walls a minimum of 4 feet in height. Fencing, including gates, must be continuous and must not have gaps or opening larger than 3 inches that would allow children to exit the outdoor play area. The base of the fence must remain at ground level, and be free from erosion or build-up to prevent inside and outside access by children or animals. These areas must have at least two exits, with at least one being remote from the buildings. If an outdoor play area was approved for usage by the Department prior to the effective date of this rule, no new exits are required to be added to meet this standard. However, if outdoor play area fencing is changed then the standard would apply and two exits must be provided.
Early Learning Coalition  Review Hearing Committee

May 6, 2019

Kid's Club Academy – C11MD2505
11371-73 SW 211th St. Ste. 1-3; 25-26, Cutler Bay, FL 33189

Action Requested: The Executive Leadership Team recommends termination of the SR and VPK (until the end of the VPK Calendar) Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

Background

Kid's Club Academy

- License Capacity: 55
- Care Level offered: 3 Months to 6 years
- Approximate Children enrolled for SR: 26
- Approximate Children enrolled for VPK: 11
- Number of providers within the same zip code offering the same services: 13
- Accreditations/Gold Seal: APPLE/Gold Seal – Birth and School Age
- Provider has been contracted with the ELC since: 2015
- 2017-2018 reimbursements: Approximately $143,465.65

Issues

1. Provider Failed to Notify the ELC of Change of Ownership within 30 days per contract.

On Thursday, March 21, 2019 the provider met with ELC for a change of ownership, in which at the time the provider notified the ELC that a change in Sunbiz had been made in January 2019. Owner Arianna Lopez (President and Secretary) removed herself from the Sunbiz and added Yoleicy Alvarez (President and Secretary) and Yorely Alvarez (Vice President), the corporation was sold to the new owners.

2. See attached Loss Prevention referral of parent fraud investigation.

Comments:

- Provider has no other violations and no previous CAPs or terminations.
**Early Learning Coalition Review Hearing Committee**

May 30, 2019

**Love Thy Kids Academy II** – C11MD1126
19713 NW 37th Ave., Miami Gardens, FL 33056

**Action Requested:** The Executive Leadership Team recommends termination of the SR and VPK Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

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<thead>
<tr>
<th><strong>Background</strong></th>
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<tbody>
<tr>
<td><strong>Love Thy Kids Academy II</strong></td>
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<tr>
<td>- License Capacity: 80</td>
</tr>
<tr>
<td>- Care Level offered: 2 months – 8 years</td>
</tr>
<tr>
<td>- Approximate Children enrolled for SR: 23</td>
</tr>
<tr>
<td>- Approximate Children enrolled for VPK: 8</td>
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<tr>
<td>- Number of providers within the same zip code offering the same services: 16</td>
</tr>
<tr>
<td>- Accreditations/Gold Seal: N/A</td>
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<tr>
<td>- Provider has been offering services since: 2000</td>
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<tr>
<td>- 2017-2018 reimbursements: Approximately $130,315.00</td>
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<table>
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<tr>
<th><strong>Issues</strong></th>
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<tbody>
<tr>
<td><strong>Disqualified List</strong></td>
</tr>
<tr>
<td>- On 4/16/2019 the Contracts Department was informed via email the Provider was placed on the Florida Child Care Food Program (CCFP) USDA Disqualified Providers List on April 15, 2019.</td>
</tr>
</tbody>
</table>

**Comments:**
Provider has not had any previous CAP's, terms, or non-compliances.
**Action Requested:** The Executive Leadership Team recommends termination of the SR and VPK Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

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**Background**

**Miami Springs Baptist Church Kindergarten**

- License Capacity: 99
- Care Level offered: 3 months – 4 years old
- Approximate Children enrolled for SR: 5
- Approximate Children enrolled for VPK: 7
- Approximate Number of providers within the same zip code offering the same services: 11
- Accreditations/Gold Seal: N/A
- Provider has been offering services since: 1991

**Issues**

**Did not renew Workers Compensation**

- Workers compensation expired on 02/05/2019. As of today Provider has not renewed the policy.

Comments:
Provider has no previous terms or CAP.
Early Learning Coalition Review Hearing Committee

May 30, 2019

Candy House Day School Inc – C11MD0253
1628 NW 6th Street Miami, FL 33125

**Action Requested:** The Executive Leadership Team recommends termination of the SR and VPK Contract for the 2018-2019 FY and revocation of eligibility for a period of five (5) years subject to provider testimony and verification of supporting documentation submitted by provider.

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### Background

**Candy House Day School Inc**
- License Capacity: 138
- Care Level offered: 1 week – 6 years
- Approximate Children enrolled for SR: 28
- Approximate Children enrolled for VPK: 14
- Approximate Number of providers within the same zip code offering the same services: 28
- Accreditations/Gold Seal: N/A
- Provider has been offering services since: 1993
- 2017-2018 reimbursements: Approximately $113,249.69

### Issues

**One Class 1 Violation during CAP period**
- **2/19/2019:** ELT decided to place the Provider on a Corrective Action Plan ("CAP") for receiving three class 2 violations within a 12-month timeframe in standard 23-06 Fire Drills & Emergency Preparedness for three months without conducting any type of drill. The CAP period began 3/12/2019 and will end 9/12/2019.
- **03/21/2019:** Provider received 1 class 1 violation in 04. Supervision CCF Handbook, Section 2.4 (Form OEL-SR-6202, Section 5 Supervision, Pages 16-17)

04-18 An unscreened individual was left alone with children in care. s.435.06 (2) (a), F.S. (Section 19.5) [SR]

Continuation on page 2
Early Learning Coalition Executive Leadership Team

May 30, 2019

Candy House Day School Inc – C11MD0253
1628 NW 6th Street Miami, FL 33125

Comments

- When FSC entered daycare provider was noticed to have an unscreened individual watching over the small toddlers (Infant - 1-year-old). FSC approached the individual and asked for her name. Individual informed FSC that she does not work in facility. Stating, "she is here with her friend." Her friend is the staff member over the 2-year-old class.

- FSC asked who then is watching over the four children with her, to which she replied that she was. FSC walked away to find the director, but first snapped a picture of individual alone with children. After walking through entire facility FSC was made aware that Director and Lead Teacher had left for the day. Staff, to come into compliance, combine the classes to ensure level 2 screened individuals were supervising children in care. While conducting inspection, FSC noticed that the parents picking up children seemed very familiar with the unscreened individual. FSC made the decision to return the following day to speak with lead teacher.

- Following day, the FSC spoke with the lead teacher. Per the lead teacher, the director, who is normally in charge of the infant and one-year-old class, had left early. She was left in charge of the class but had an emergency and also had to leave. She reached out to the usual substitute, who unfortunately could not make it. So, she instructed the four-year-old's teacher to combine her class with the afterschool class and then watch over the infants and one-year-old kids. She then left. While the four-year-old kid’s teacher combined the classes the trusted unscreened individual stood guard over them. It was during this time that the FSC entered the facility.

- FSC asked provider for proof of identity from the unscreened individual. Provider informed FSC that since the individual did not work for daycare, no such document could be produced. This was completed at the time of inspection.
SELECT LEADERSHIP ACCOMPLISHMENTS

Interim Chair, Department of Pediatrics, May 2012-present.
- Budget turn-around – closed deficit Year 1; positive budget since (yr. 2 & on-going).
- Department’s 1st significant contribution margin in > 5 years (on-going).
- 1st time RVUs beat benchmark in > 5 years (on-going).
- New practice operations launched, inpatient & outpatient.
- Implemented efficiencies, administrative and morale improvements.
- Pediatric Education Plan design & implementation.

Associate Chair, Department of Pediatrics, 2008-2012.
- Community & government relations.
- Special projects (i.e. PMC management & funding; public school employee health)

- Hosted two national conferences in south Florida
- Lead child injury prevention advocate/representative (40 sites, 42 cities in North America)
- Director and Founder, Injury Free Coalition for Kids – Miami 2000-present
  - VISS pilot to the CDC National Violent Death Reporting System.
  - Prevention, educational tools for >40K families, police & child service providers.
  - Developed the Miami-Dade Injury Surveillance System.
  - Developed the Injury Free Mobile - teaching prevention in three languages.
  - National Association of Counties Achievement Award, 2011.

- Led effort transforming public school health services from reaching 7% of MDCPS students to staffing 165 schools. Health teams comprised nurses, nurse practitioners, social workers and health aids. Funding began at $10; leveraged public-private partnerships, to resource $70M commitment.
- Launched home visitation program for all newborns in county with approximately 33K newborns annually, targeting teens and new parents in particular.

- Developed policy, cost analysis on health care coverage for all children and parental access to
developmental screening and services 24/7. Both are advanced by the movement; the latter has been adopted by the Governor.

**Health Policy Expert**, Florida Healthy Kids Corp. (gubernatorial appointee, 2008-present).
- Executive Board Member, Treasurer, Chair, Finance & Audit Committee, Chair, Satisfaction Committee, Chair, Administrative Simplification, Quality & Service Committee Chair, Administrative Simplification, Quality and Service Committee.
- Led corporation to strategic planning, monthly reports (published), defined goals and metrics for performance assessment, improved enrollee retention, promotion of full pay option, communication improvements (IT, cultural, literacy level and linguistic fit), performance-based contracting.

**Gubernatorial Appointee**, Florida Children & Youth Cabinet, 2007-present
- Committee on inter-agency informational intra-operability and data sharing
- Co-Chair, At-risk Youth; Lead, Anti-bullying Task Force.

**EDUCATION**
- University of Miami School of Business, Executive MBA in Health Care Administration & Policy, Jan 2010-Dec 2011.
  - Valedictorian
  - Beta Gamma Sigma Honor Society
- Stanford University/Lucille Salter Packard Children’s Hospital, Jun 1993-Jul 1996 Pediatric Internship & Residency.
  - Schlossenger Award in Adolescent Medicine
- Stanford University School of Medicine, MD, Aug 1989-Jun 1993.
  - Dean’s Award for Community Service.
- Brown University, BA, Religious Studies and Ethics, Aug1984-May 1988
  - Phi Beta Kappa
  - *summa cum laude*
- Dana Hall School Sep 1980-Jun1984
  - Valedictorian

**WORK EXPERIENCE**

**Academic:**
- University of Miami, Interim Chair of Pediatrics, May 2012-present.
- University of Miami, Associate Chair of Pediatrics, Nov 2008-May 2012.
- University of Miami, Associate Professor of Pediatrics, Division of Adolescent Medicine, Jun 2006-present.
  - University of Miami/Mailman Center for Child Development Faculty
  - Director, Injury Free Coalition for Kids-Miami, November 2000-present.
• Harvard School of Public Health, Harvard Injury Control Research Center, Affiliated Faculty Member, 2006-present.
• University of Miami, Assistant Professor of Pediatrics, Division of Adolescent Medicine, Sep 1997-Jun 2006.
• University of Miami, Assistant Professor of Pediatrics, Division of Community Pediatrics, Sep 1997-Jun 1998.

Private Practice:
• Miami Beach Pediatrics, P.A., physician, Miami Beach, FL Jul 1996-Sep 1997.
• Evergreen Pediatrics, physician, San Jose, CA Aug 1995-Jun 1996.

Hospital Appointments:
• Chief of Service, Holtz Children’s Hospital, May 2012-present.
• Jackson Memorial Hospital, 1996-present.
• Mt. Sinai Hospital, 1996-2004.
• Miami Children’s Hospital, 1996-2003.
• Miami Heart Hospital, 1996-1998.

CERTIFICATION & LICENSURE
• Florida Medical License, since 1996.
• Six Sigma, Green Belt, 2010.
• AKC Dog Show Judge, since 1986.

PUBLICATIONS

Books and Monographs Published:


4. Schaechter J. Community Access to Child Health at Work: Reducing Youth Gun Violence in Miami, FL, in Chapter 5 of *Dedicated to the Health of All Children*, JP Baker and HA Pearson,


7. Additional extensive intentional and unintentional injury data reports for Miami-Dade County, created by Injury Free Coalition staff (Dearwater S and Schaechter J) and Miami Dade County Department of Health staff (Llau A and Leguen F) [http://www.dadehealth.org/injury/INJURYsurveillancepub.asp](http://www.dadehealth.org/injury/INJURYsurveillancepub.asp)

**Academic/Professional Journal Articles:**


17(3):189-191.


Peer-Reviewed Abstracts:


EDUCATIONAL TOOLS CREATED/CONTRIBUTED

1. Immunization: A Dose of Reality. Hour-long televised PBS documentary special with topic-specific modules on the web to educate the public regarding vaccine history, safety and effectiveness. Produced by the Florida Department of Health and Brunet-Garcia, 2011. Contributed to design, content and taping.


3. Injury Free Mobile. Mobile Home Safety Center, staffed by trilingual trained home safety and certified child passenger safety technicians, serving all of Miami Dade County (pop 2.5 M), Developed with Gayane Stepanian and Julie Belkowitz, MD. 2005 to present.


5. Buckle Up - Saves Lives, Saves Money. Teen/Young Adult Seat Belt Use in Spanish and English, developed in cooperation with MDPD & MDTV. Shown 400 times on MDTV Fall 2006, and all Regal Cinemas in South Dade theaters, each movie showing, November 14, 2006-
December 14, 2006.


7. **Miami-Dade Firearms Injury Prevention Training Network.** Developed English and Spanish Speaker’s kit for community distribution, presented to EMS and Firefighter’s students, PTAs, Day Care groups, houses of worship, parenting groups, 1999. In use 1999 -2006.

**ADVOCACY COMMUNICATIONS (ADDITIONAL)**


Available at http://www.dadehealth.org/injury/INJURYsurveillancepub.asp


**FUNDED RESEARCH**

**Federal**


3. **National Children’s Study**, $38 M from the NIH, investigator and lead, Community Outreach and Engagement (PI, S. Lipshultz; Schaechter – lead Community Engagement Investigator), largest longitudinal study of child health, environmental and genetic factors, 4 Florida county award, Sept 2008-2013.

4. **The Healthy Beginnings Study: A Formative Study of the National Children’s Study, focusing on Health Disparities, Health Literacy, Discrimination and Health Services Utilization**. (Schaechter, site PI) 12/1/12-11/30/13, $260K.


6. **Health Literacy, Disparities, Discrimination and Child Health Outcomes in Peri-partum Women**, National Institutes of Health, a multi-site formative study of the National Children’s Study, (co-PI Schaechter/Sanders) 10/1/10-5/31/12, $630K.

7. **Abrochemonos El Cinturon** (Schaechter, PI) National Highway Traffic Safety Administration (NHTSA) to Increase Seat Belt Use in Hispanic Communities. A demonstration project to develop, implement and evaluate a collaborative community effort combining education, law enforcement, marketing and resource procurement to increase restraint use in differing
Latino communities. September 2004-August 2006, $600K.


**National (Foundations, Corporations)**


2. **Care of Displaced Children after the Haitian Earthquake.** (Schaechter, PI), The Children’s Health Fund. 2010, $100K.

3. **Safe Playgrounds.** (Schaechter, PI) Allstate Foundation - Columbia University. Built playground at formerly condemned site in collaboration with Overtown’s Dunbar Elementary parents, students and staff. May 2002-December 2007, $60K.


5. **South Florida Pediatric Mobile Clinic.** (Gwynn, PI), The Children’s Health Fund, renewal 2011, $250K.

6. **South Florida Pediatric Mobile Clinic.** (Schaechter, PI), The Children’s Health Fund, 2010, $250K.

7. **JAC, Health Assessment of Arrested Juveniles:** (Schaechter, PI). Arrested youth health needs assessment and survey of acceptability of JAC facility as site for delivery of health services. August 2005-July 2006; $60K from Dyson/Champ with match from the Juvenile Assessment Center.

8. **Improving Child Passenger Safety:** (Schaechter, co-PI with Dr. Belkowitz). Dyson/CHAMP. June 2004-May 2005; $30K.

**State**

1. **Florida Medical Schools Quality Network Child Health Preventive Dental Initiative.** (Schaechter, UM site PI) Submitted to AHCA, 2014.


3. **Miami-Dade County Child Passenger Safety Initiative Florida Department of Transportation,**
June 2008-Sept 2008, $50K.

Local


3. Buckle Up, County-wide initiative to increase motor vehicle restraint use. (Schaechter, PI), The Children’s Trust July 2008 –June 2010 (Collaboration with Miami-Dade County Mayor’s Office and Jackson Memorial), $300K annually, 3 years. Buckle Up was awarded the National Association of Counties Achievement Award, 2011.


6. Miami-Dade County Injury Surveillance System. (Schaechter, PI) Health Foundation of South Florida. Creating an all-injury morbidity and mortality surveillance system in partnership with the Health Department. April 2004-March 2006; $87K.


9. InReach: $83,000 annual match to the RWJF grant funded by Miami-Dade County. Small grants program mentoring Overtown community members to prevent injury using their ideas. October 2001-September 2004.


December 2002-November 2003, $45K.

**Grant (Contribution made to UMMSOM Submission)**

1. Miami Dade County Public Schools -- School Board Based Clinic Services, 2011. (Contract Awarded – UMMSOM/Family Medicine, operations initiated 2014)

**EDITORIAL/REVIEWER CONTRIBUTIONS:**

- JAMA reviewer, 2012-present.
- Pediatrics, 2011-present.
- American Journal of Preventive Medicine, 2008-present.
- Journal of Trauma, 2007-present.
- Health Education Research, 2005-present.

**GRANT REVIEWER:**

- Health Foundation of South Florida, 2003-present.
- Centers for Disease Control, 2002-present.

**PROFESSIONAL & HONORARY ORGANIZATIONS:**

- Board President, Injury Free Coalition for Kids, Nov 20 12-2014.
- Honorary Board Member, The Melissa Institute for Violence Prevention, June 2013-present.
- Board Member, Florida Afterschool Network, May 2013-present.
  - Fellow 1996-present, resident member 1994-1996.
  - Section on Injury and Poison Prevention, member 2001-2010, 2013-present.
  - Section Co-Chair, Nominations Committee, 2007-2008.
  - Section on Adolescent Health, member, 2000-2007.
- Florida Pediatric Society, 1996-present.
  - Chair, Child Safety Committee, 2010-present.
- Florida Medical Association, 2014.
- Ambulatory Pediatric Association, member, 2002-2008.
- Society for Adolescent Medicine, 2000-2006.

**HONORS & AWARDS**

- City of Miami Beach Commission for Women, “Women Worth Knowing” Award, 2013
- Diabetes’s Research Institute’s Dancing with the Star’s Award, 2013
- The President’s Commission on White House Fellows Program, National Finalist, 2012
- Iron Arrow Honor Society, University of Miami, 2012
- United Way of Miami-Dade Dorothy Shula Award for Outstanding Volunteerism Finalist, 2011
- National Association of Counties Achievement Award, 2011 (Awarded to Miami Dade County for Buckle Up, an Injury Free-Miami program)
- Movers and Shakers, Miami Business Media, 2009
- Health Care Hero Award, Greater Miami Chamber of Commerce, 2009
- Clay Hamilton Hope Award, Human Services Coalition, 2008
- Health Care Hero Finalist, Greater Miami Chamber of Commerce, 2008
- Super Doctors, annually since 2011
- Top Doctors annually since 2008
- The Global Directory of Who’s Who (Top Doctors) annually since 2011
- Best Doctors in America, annually since 2007
- Excellence in Family Advocacy Award, Parent to Parent of Miami-Dade, 2007
- Hometown Hero, CBS/WFOR, Miami, FL, 2000
- Community Hispanic Leadership Recognition, 1999
- Essie Silva Community Builder Award Recognition, United Way, 1999
- Norman Schlossberger Educational Award in Adolescent Medicine, Stanford University, 1995
- The Dean’s Award for Community Service, Stanford Medical School, 1993
- Special Commendation of the Association for the Care of Children’s Health, 1991
- The Arnold Fellowship for Independent Research, Brown University, 1988-89
- Magna Cum Laude, Brown University, 1988
- Phi Beta Kappa, Brown University, 1988

**OTHER PROFESSIONAL ACTIVITIES:**

- Florida Children’s Summit Workgroup, 2008-2010.
- NOT ONE MORE, Miami-Dade’s coalition to reduce youth violence, Co-Founder and Chair, Miami, FL, 1997-2003.

**TEACHING SPECIALIZATION**

- Co-Director, Pediatric Advocacy Training, 2011-2013.
- Co-Director, Generalist Training Fellowship, 2011-2017 (HRSA funded).
- Access to care, child health policy, 2005-2010.
- Jay Weiss Center for Social Medicine and health Equity, faculty lecturer and mentor, 2008-2011.
- Adolescent medicine, adolescent gynecology, advocacy, prevention, disparities, access to care, 1997-present.
- Public Health - University of Miami MPH program (PH Administration, Maternal and Child Health
and Health Education and Behavior courses) - violence prevention, injury prevention, policy, surveillance and civic engagement in PH, 2000-2010.

- CHAMP/Dyson Initiative in Community Pediatrics, faculty, 2000-present.
- Minority Youth Program, University of Miami, instructor and faculty mentor, summer program for minority students interested in science careers, Office of Minority Affairs, 2000-2012.

INVITED LECTURES & TESTIMONY (Professional):


6. “U.S. Kids, Guns, and Doctors” Tel Aviv Medical Center, Sackler School of Medicine, Tel Aviv University, Grand Rounds, Departments of Pediatrics and Anesthesiology, Pain, and Critical Care, Tel Aviv, Israel, June 2013.


20. “Health Care, Policy and Business” -- Minority Women in Medicine, Miami, April 2011.


34. Facilitator, Plenary session, Masters of Pediatrics, Miami, FL February 23, 2008.
41. Community Voices Community Health Workers Program Graduation, Keynote address, Miami, FL, October 26, 2006.
43. The Children’s Campaign for Children Candidate’s Forum, speaker and facilitator, Access to Health Care, Miami Dade County Board of Commissioners Chambers, August 2006.


62. NACHRI (National Association of Children’s Hospitals and Research Institutes) Annual Conference “Preventing Childhood Intentional Injury Among Youth”, Dallas, TX, April 2002.


69. Miami-Dade County Commission, invited by Mayor Penelas to address the Commission regarding trigger locks and child safety, September 2000.

70. Florida Pediatric Society/FL Chapter of AAP “NOT ONE MORE: CATCH Project”, March 5, 2000, Tampa, FL.


**SELECT STUDENT MENTORING /FACULTY DEVELOPMENT**

1. Tavia Clark, MD HRSA Generalist Candidate and MPH candidate. 2015-2017 (recruited).
3. Oriana Ellis, Cadet, United States Military Academy at West Point, pre-med / MPH candidate, USMA Class of 2014.
5. Fernanda Kuchkarian, MPH, research supervision, capstone project Juvenile justice health and violence prevention, 2005.

ADDITIONAL SERVICE LEADERSHIP

University Committee and Administrative Responsibilities:
2. CART, Ad hoc Committee, 2013.
3. UMMSOM Primary Care Policy Planning Committee, 2013.
7. Mailman Center for Child Development, Clinical Services Committee Member, 1999-2010.

Community and Child Health Leadership Roles

Florida Children’s Movement – Senior Advisor on health issues, lead author on health and developmental screening position papers. The Movement now has 1700 volunteers in Florida, is advancing child literacy and advocating for improved early education, access to health care, screening and treatment for developmental delays, 2010- present.

Florida Children and Youth Cabinet – created in 2007 to improve State services to children and encourage collaboration between State agencies, gubernatorial appointee 2007; reappointed 2011.
- Committee on inter-agency informational intra-operability and data sharing
- Defining indicators to judge cross-agency and state-wide progress in improving child well-being
- Co-Chair At-risk Youth
- Lead, Bullying prevention and Character Workgroup

Florida Healthy Kids Corporation Board – Florida’s Children’s Health Insurance Plan, gubernatorial appointment as health policy expert to Board, 2008; reappointment 2011.
- Title XXI enrollment of 225,000, Annual budget $365M.
- Treasurer, Member Executive Committee & Chair Finance Committee 2012-13.
- Chair, Administrative Simplification, Quality and Service Committee 2008-2011.
- Chair, Satisfaction Committee, 2011-present.
- Foci: Defining goals and metrics for performance assessment, improved retention, promotion of full pay option, communication improvements (IT, cultural, literacy level and linguistic fit), performance-based contracting.

Miami-Dade County Immunization Coalition, Chair, 2013 – present.
• Charged to improve immunization rates in Miami-Dade County.
• Appointed by Miami-Dade County Health Department Director Rivera.

Governor’s Council on Physical Fitness – Charged to develop implementation plan to improve fitness in Florida, gubernatorial appointee 2007, reappointed 2009, appointed as honorary member 2010.
• co-Chair of the Nutrition and Health Sub-committee.

The Children’s Trust – Miami-Dade County’s Children’s Services Council, annual budget >$100M
• Executive Committee, Member.
• Health Committee, Chair.
• Program Services Committee, Member.
• Task Force on Children with Special Needs, co-Chair.

HealthConnect – Chair of the Health Committee of The Children’s Trust, led the planning, design, and implementation phases of Health Connect, a $20 million investment by The Children’s Trust, with an additional $14.5 M leveraged from additional partners (schools, department of health, community providers), 2005-2009.
• HealthConnect in Our Schools - Health teams (nurse/NP, MSW and health aide) in 165 schools
• HealthConnect in the Early Years - Home visitation program open to all pregnant women and young families, with a recruitment focus on teen and new mothers.
• HealthConnect in Our Communities – Community outreach worker program to increase family enrollment in Medicaid, SCHIP, and connection to medical homes

Ready Schools - Health Advisor/Community Partner– Kellogg Foundation-funded initiative to improve school curriculum continuum, educator development and whole child outcomes from pre-K through 3rd grade. My role concerns the health-education-child development interface and how the community health infrastructure can support aims of Ready Schools initiative, 2006-2010.

CHEER, Child Health, Education, Economic Resources - Health Advisor regarding design and adoption of an integrated information technology resource for child health providers to reduce gaps, duplication and improve child and community outcomes. Involvement grew out of participation in the South Florida Health Information Initiative, planning for RHIO, 2006-2008.

(Additional) Community and Translational (Professional-Public) Activities:
1. Invited participant, DOH-community planning for influenza and swine flu vaccination campaigns, 2009-2010.
2. Invited participant, Discussions to Promote Racial Equity, initiated by the Kellogg Foundation Learning labs, 2009-2010.
7. Medical and Health issues advisor to Florida Senator Dan Gelber, District 109, September
10. The Samantha Foundation, Board Member, 2007-2009.
17. Project SafeZone, Regional Coordinating Council (development of violence reduction strategies in the City of Miami), 2000-2001.

PRESS CONFERENCES & MEDIA:


12.19.13 Stutzman, R. Orlando Sentinel. Gun accidents in Florida are double the national average (interview).


7.20.12 Lin, S. Bradenton Herald. Florida county schools consider banning energy drinks (interview).
4.17.12 WSUA Radio Caracol  AM 1260 (Spanish) La ventana con Pedro Sevcec.  CDC Child Injury Rate Reports (interview).


10.17.11 Spotlight on Ask Campaign in Florida.  Center to Prevent Youth Violence.  News.  Fall 2011

9.29.11 Hensley S NPR Blog, Worries About Autism Link Still Hang Over Vaccines


9.14.11  Reinberg S, Health Experts Say HPV Vaccine is Safe, Health Day

8.24.11-8.30.11: Pediatric Mobile Clinic, Himan Brown Foundation and 19th anniversary of Hurricane Andrew, 8/24/11, covered Channel 10 8/24/11; Miami Herald 8/25/11, UHealth e-Update 8/30/11.


6.28.11 U Miami e-Update The Miller School Hosts National ASK Day to Avoid Gun Tragedies


6.21.11  Mack S. HealthyState.org ASK Campaign Gathers in Miami to Encourage Gun Safety HealthyState.org – Florida Health News.mht

5.23.11 Health Matters, WPLG/Channel 10, on Pediatrics, Nutrition & Obesity.


3.12.11 Our Children – WSVN/Channel 7 Talk show guest on Medicaid reform and the state of children in Florida.

3.7.11 Surviving Serious Childhood Illness Takes Toll Later, Reinberg, S. Health Day and multiple outlets.

2.17.10 Reinberg S. More Young Women Driving Drunk Health Day, multiple outlets.

3.12.11 Our Children, WFOR/Channel 7 Broadcast Talk Show on Kidcare and Medicaid Reform, invited guest.

5.21.10 Reinberg S. Health Reform Should Provide Insurance to Many Young Adults.

2.7.10 Cohen H University of Miami’s Pediatric Mobile Clinic gives kids access to healthcare. Miami Herald.

11.3.09 Governor Crist Appoints Two to the Children and Youth Cabinet, CBS/WCTV Tallahassee.

10.19.09 H1N1 Vaccination, Channels 4, 6, 10 and the AP

10.10.09 H1N1 Virus and Vaccine, CBS4

10.8.09 Influenza Vaccination Spanish language Radio interview, WQBA, AM 1140, Host: Bernadette Pardo

5.21.09 Dr. Judy Schaechter Named Health Care Hero. Children’s Trust Bulletin

5.14.09 Dorschner J Miami Chamber honors healthcare heroes

Miami Herald

8.4.08 “Diving Injuries”, HealthDay, multiple sites.


4.11.08 AP, “Kids with cell phones not as safe crossing streets,” Amanda Gardner, Health Day Reporter, covered on 50 sites, TV and print.

4.1.08 Florida Children’s Week, Capital Rotunda in Tallahassee, FL.

2.08 Governor’s Fitness Challenge Launch in Miami, FL, press conference.

9.6.07 Miami Herald, “Two named to Crist’s Children’s Council,” Ana Rhodes

10.7.07 Miami Herald, “Children’s health care bill is a no-brainer,” Ana Menendez, quoted on S-CHIP need and health economics.

8.17.07 Miami Herald, “S. Fla Families push to immunize children, Evan Benn.

4.8.07 Air America, AM 940, Jim DeFede Show, HPV vaccination.

1.17-18.07 Channel 41 “Quiereme Descalzi,” Children’s health insurance coverage (repeat broadcasts).
1.13.07 El Nuevo Herald “Refuerzan campaña para educar a los choferes en la seguridad de los niños,” por Alejandra Chaparro, p 6

1.12.07  El Nuevo Herald, “Piden que se amplie el seguro medico para menores de edad,” por Alejandra Chaparro, p 4a.

12.21.06 Preventable Infant Deaths – SIDS and Suffocation Prevention, press conference from MDPD Headquarters, MDCISS data and prevention campaign, launched with MDPD Homicide.

5.27.06 Miami Ahora Univision, “Summer Safety Issues,” aired 10:30 am.

5.29.06 NBC 6, Injury Free Mobile, live, 10:30 am.

1.25.06 Abrochemonos a la Vida, Press Conference with MDPD.


6.20.03 Miami-Dade County’s “ASK Day” Press Conference from Ryder Trauma Center, to emphasize safe firearm storage. Attended by Miami-Dade County Mayor Alex Penelas, Public Health Trust Board Chair Larry Handfield, doctors, law enforcement and community agencies.

2.03 Cable Tap, WLRN, Mentoring and NOT ONE MORE (repeat broadcasts)

8.1.02 “Tropical Currents,” WLRN, 30 min radio interview.

2.14.02 “NOT ONE MORE,” Increase the Peace Day, Miami, FL.


10.29.99 “TIPS LINE,” Student Crime Stoppers, Edison Middle School, Press Conference.


6.11.99 “Firearm Injury Prevention,” lecture, Miami Children’s Hospital Grand Rounds.

5.13.99 Television Interview, Univision, Miami Ahora, NOT ONE MORE.


3.15.99 Television Interview, Canadian Broadcasting Company, gun injury in Miami-Dade.

3.15.99 Television Interview, Univision, Miami Ahora, Kids and Guns.

SUMMARY
I am a financial professional with over 9 years experience in Commercial Banking, who is a self-starter and capable of effectively functioning with minimum supervision. Known for taking initiative and skilled at meeting challenges and deadlines. I am a team player who is attentive to detail and produces quality results. Continually developing analysis skill set by leveraging industry standards with emerging practices and concepts. Areas of expertise include but not limited to: • Customer Service and Retention • Cash Management • Loans • Business Development • Merchant Services• Estate and Probate Accounts• Detail Oriented.

PROFESSIONAL EXPERIENCE

Sabadell Bank
Branch Manager
7/14-Present
- Met and exceeded sales goals consistently.
- Managed client portfolio which includes consumer/commercial loans and deposit relationships.
- Top five relationships have a value of 10 million in 25 accounts and loans.
- Business development and retention.
- Experienced in working and handling IOTA, Estate, Trust and Probate accounts.
- High level of customer service and working with clients to meet their banking needs.

J G B Bank
Senior Relationship Banker
5/10-07/14
- Met and exceeded sales goals consistently.
- Managed client portfolio which includes consumer/commercial loans and deposit relationships.
- Top five relationships have a value of 10 million in 25 accounts and loans.
- Business development and retention.
- Experienced in working and handling IOTA, Estate, Trust and Probate accounts.
- High level of customer service and working with clients to meet their banking needs.
- Helped grow the Coral Gables Branch to 40 million in deposits in 2 years.

Great Florida Bank
Business Banker
7/05-5/10
- Met and exceeded sales goals consistently.
- Managed client portfolio which includes consumer/commercial loans and deposit relationships.
- Built a portfolio size of 55 million and over 700 accounts.
- Top five relationships have a value of 5 million in 20 accounts and loans.
- Managed solution center, oversee all aspects of daily operations.
- Responsibilities include audits of vault, physical count consignment items, ATM balancing & auditing.

EDUCATION
St. Thomas University
Master of Business Administration
December 2005

Florida International University
Bachelor of Arts in History and Philosophy
April 2002

Miami Dade Community College
Associate in Arts in Law
May 2002

ACHIEVEMENTS
- Named top 25 Club Leaders of the Future by Latino Leaders Magazine 2011
- Finalist for the PhilantroGuia 2012 award Sembrando Semillas 2012
- Member of the History Honor Society at Florida International University 2001

ORGANIZATIONS
- St. Thomas University-Alumni Advisory Committee - Board Member Present
- Kiwanis of Coral Gables - Board Member – Vice President Present
- Board Member for Partnership for Self Employment Present
- Member of the Small Business Committee of the Coral Gables Chamber Present
- The Beacon Council - International Advisory Committee Present
- Early Learning Committee – Audit Advisory Present
- Board Member for Charter Review for West Miami Present
- Board Member of the Code Enforcement for West Miami May 2010/Oct. 2013
Gladys R. Montes

With nearly 30 years of experience in the field, Gladys R. Montes has devoted her life to helping young children get off to the best possible start in school and life. A champion for high quality early childhood education, Gladys joined United Way of Miami-Dade in 2004 to spearhead the creation of the United Way Center for Excellence in Early Education and its Demonstration School. Today, the Center is an internationally-recognized best practices teaching and learning center for both children and adults, committed to elevating the quality of early care and education for all children.

As vice president of the United Way Center for Excellence in Early Education, Gladys is at the helm of a collaborative project that is changing the way people define school readiness in Miami-Dade and across the nation. Throughout her career, Gladys has been a vocal advocate for professional development opportunities within the early education field. At the Center, she has created a number of programs for teachers and administrators aimed at elevating their administrative and instructional skills, particularly in the area of early literacy, as well as their understanding of quality and its importance. Gladys is the architect of the children’s programming at the Center’s Demonstration School, which models many leading-edge, evidence-based best practices including continuity of care, dual language acquisition, visible thinking as well as robust arts, literacy, science and math programs. The Demonstration School enrolls 120 children ages six weeks to 5 years.

During her years at the Center, it has captured the attention of early education experts and advocates from around the country. In 2008, the Center’s Demonstration School became the seventh Educare Center in the country. The Center has earned both NAEYC and APPLE accreditation. The Center continues to expand its reach and is currently working with United Ways throughout Latin America to elevate the quality of early education in their respective countries. Gladys serves as an international consultant to P & G in Panama. Gladys is also responsible for United Way’s entire portfolio in early education – including United Way’s investments in other early education centers in Miami-Dade.

A native of Puerto Rico, Gladys graduated from the University of Puerto Rico with a bachelor’s degree in home economics and child development and later earned a master’s degree in early childhood education from Nova Southeastern University. Along the way, Gladys has worked as a preschool teacher, a childcare center director, as the associate director for Catholic Charities’ early childhood division, as a federal reviewer for Head Start Programs and as a validator with the National Association for the Education of Young Children. She was an early childhood specialist for Western Kentucky University, providing consulting on early childhood issues to programs in the southeastern region of the United States and is an adjunct professor at Miami Dade College and Nova Southeastern University. Gladys was instrumental in the development of the Birth to Three Learning and Development Standards, a project sponsored by the Florida Partnership for School Readiness and the Florida Institute of Education.

Gladys and her husband Oscar are the proud parents of two children, Darlene and Oscar, and grandchildren, Isabella and Ishmael.

Gladys R. Montes
Experience

Director, United Way Center for Excellence in Early Education
United Way of Miami-Dade
2004-present

Bilingual Consultant for West Ed Program for Infant and Toddler Caregivers
2003-present

Early Childhood Specialist, Training and Technical Assistance
Western Kentucky University Head Start Quality Improvement Center, Region IV
2001-present

Adjunct Professor Early Childhood
Miami Dade College
1997-present

Peer Reviewer - Area of Specialty Education HS & EHS, Outcomes HS
Head Start Bureau
1995-present

Program Validator
National Association for the Education of Young Children
1995-present

Professor Early Childhood
Miami Dade College
2003-2004

Adjunct Professor
Nova Southeastern University
1998-2001

Program Administrator, Center for Early Care and Education
Miami Dade College
1998-2001

Associate Director
Child Care Division for Catholic Charities’ Head Start and Early Head Start, Delegate of Miami-Dade
Community Action Agency (six sites)
1997-1998

Program Administrator, Little Cruisers Child Development Center
Royal Caribbean Cruise Lines, Ltd.
1994-1997
OBJECTIVE

To represent Monroe County on the Board of Directors of The Early Learning Coalition of Miami-Dade/Monroe, Inc., in order to ensure that from birth to five years of age, the children of Monroe County and their families have the necessary resources for the children to acquire educational, emotional, and social skills so that they are ready and eager to learn by the time they enter school.

EMPLOYMENT

ATTORNEY

Alan Eckstein, P.A.

Years Employed: 1990-2015

Key West, Florida

General practice with emphasis on civil and criminal litigation.

ATTORNEY

Public Defender of Cook County, Illinois

Years Employed: 1973-1987

Chicago, Illinois

Representation of indigents charged with criminal offenses.

ATTORNEY

Alan Eckstein Attorney-at-Law

Years Employed: 1973–1987

Chicago, Illinois

Part-time civil practice.

EDUCATION

JURIS DOCTOR

Chicago-Kent College of Law

Illinois Institute of Technology

Years Attended: 1970-1973

Chicago, Illinois

Bachelor of Science

University of Pittsburgh

Years Attended: 1965-1969

Pittsburgh, Pennsylvania

SKILLS

• Issue oriented
• Logical thought process
• Leadership skills
• Writing skills
• Detail oriented

ORGANIZATIONS

Early Learning Coalition of Miami-Dade/Monroe - Board Member (2006 - 2013). Chair of the Monroe Advisory Committee while a board member to present

Key West Business Guild - Board Member (1999-2009)


District Advisory Committee 1 (DAC-1) of the Tourist Development Council - Appointed in 2003
by the Monroe County Commission for a three year term, reappointed in 2009, and reappointed in 2012
Friends of the Aids Memorial - Board Member and Vice-Chair (2009 - present)
Salt Ponds Advisory Committee - Chair - Appointed in 2005 by the Key West City Commission